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ABSTRACT

This report provides data on salaries, benefits, and perquisites commonly included in total compensation packages available to higher education chief executives, along with data on employment policies and practices, based on a survey of 1,012 institutions. An executive summary presents findings, observations, and historical trends. Data are then presented in 149 tables, categorized as follows: (1) chief executive compensation; (2) group and retirement benefits for chief executives; (3) perquisites for chief executives; (4) involuntary separation policies for chief executives; (5) profile of chief executive; (6) recruiting/relocation policies and practices; (7) employment policies and practices; and (8) profile of participating institutions. Among the findings are: the typical chief executive is 55 years old; 14 percent are women and 8 percent are minority group members; compensation varies according to such factors as institutional classification, affiliation, operating budget, endowment, enrollment, and number of employees; medical, life, disability and other forms of insurance and retirement benefits are provided by most institutions; the most popular perquisites include automobiles, housing expenses, and tuition reimbursement; approximately 43 percent of institutions have recruited a new chief executive within the last 5 years; and approximately 75 percent of institutions maintain a contractual agreement with the chief executive. Appendices provide a list of participating institutions and a copy of the survey questionnaire. (JDD)

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1993 Chief Executive Compensation and Benefits Survey

Sponsored by:

American Council on Education

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College and University Personnel Association

ORGANIZATIONS INVOLVED

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The American Council on Education is the nation's principal independent nonprofit coordinating body for post-secondary education. The council has 1,600 members—national and regional education associations, colleges and universities. As the body organizing its member colleges and universities and all associations of higher education, it seeks to coordinate activities among its members to bring about consensus on major issues, and to identify areas in which agreement cannot be reached. ACE provides a forum in which its constituencies can articulate post-secondary education's mission and a frame of reference to assist in formulating a national agenda, while striving to avoid competition and overlap with member associations' activities.

Association of Governing Boards of Universities and Colleges (AGB)

Since 1921, the Association of Governing Boards of Universities and Colleges has served as the primary resource for information and guidance on trustee education and board development. AGB strengthens the performance of higher education lay trusteeship by providing chief executives and trustees with programs and services designed to improve the long-term well-being of their institutions. All AGB members receive *Trusteeship* magazine, and other regular publications, and have access to various specialized publications, meetings, and services. AGB is a nonprofit organization with 1,100 higher education member boards and serves approximately 30,000 trustees, presidents and chancellors.

College and University Personnel Association (CUPA)

The College and University Personnel Association is a nonprofit membership organization representing 5,500 human resource professionals at more than 1,600 colleges and universities nationwide. Through regular and special publications, studies, and salary surveys, CUPA disseminates information to its members on the latest legislative and regulatory developments affecting the human resource profession, as well as trends and innovative policies and practices in the field. Membership benefits include a semi-monthly newsletter, a quarterly journal, and annual conventions and regional meetings on timely topics of interest to the personnel profession. For a catalog of publications and services, contact CUPA at the address below.

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CUPA
COLLEGE AND UNIVERSITY
PERSONNEL ASSOCIATION
1233 Twentieth Street, NW
Washington, DC 20036-1250
(202) 429-0311

TABLE OF CONTENTS

Section Page

List of Tables v
Acknowledgements ix
Survey Methodology x

I. Executive Summary
  Findings and Observations 1
  Historical Trends 5

II. Chief Executive Compensation
  Chief Executive Compensation by Classification, Affiliation, and Structure 10
  Chief Executive Compensation by Financial and Operating Statistics 11
  Chief Executive Compensation by Classification and Financial and Operating Statistics 14
  Chief Executive Compensation by Classification and Affiliation 21
  Salary Increase Information 28
  Chief Executive Compensation Package Review 29
  Other Sources of Annual Salary 30
  Additional Chief Executive Income 30
  Salary Deferral 32

III. Group and Retirement Benefits for Chief Executives
  Group Benefits 33
  Total Retirement Benefits 51

IV. Perquisites for Chief Executives
  General Perquisites 55
  Supplemental Programs 57
  Chief Executive Housing Expenses 57
  Chief Executive Automobile Policies 61
  Tuition Assistance Policies 64
  Local Entertainment Expenses 65
  Professional Travel and Entertainment Expenses 66
  Assistance for Spouse 67
  Perquisites for Other Staff 68

V. Involuntary Separation Policies for Chief Executives 69

VI. Profile of Chief Executive 73

VII. Recruiting/Relocation Policies and Practices
  Chief Executive Recruiting Practices 77
  Chief Executive Relocation Practices 79

TABLE OF CONTENTS (CONTINUED)

Section Page

VIII. Employment Policies and Practices
Chief Executive Contracts 83
Chief Executive Performance Review 85
Chief Executive Academic Rank 87
Chief Executive Tenure 88
Time Off Policy 89
Sabbatical Policy 91
Leave of Absence Policy 93

IX. Profile of Participating Institutions 95

X. Appendices
A. List of Participating Institutions 107
B. Survey Questionnaire 133
C. Definitions of Terms Used in the Report 153
D. Special Study Request Form 155

LIST OF TABLES

The following is a list of all the tables included in each section of the report.

Table Page

CHIEF EXECUTIVE COMPENSATION 9

1 Chief Executive Compensation by Institution Classification 10
2 Chief Executive Compensation by Affiliation 10
3 Chief Executive Compensation by System Structure 11
4 Chief Executive Compensation by Operating Budget 11
5 Chief Executive Compensation by Endowment 12
6 Chief Executive Compensation by FTE Enrollment 12
7 Chief Executive Compensation by FTE Employment 13
8 Chief Executive Compensation by Geographic Location 13
9 Chief Executive Compensation for Research University 14
10 Chief Executive Compensation for Other Doctoral Granting University 15
11 Chief Executive Compensation for Comprehensive University 16
12 Chief Executive Compensation for Baccalaureate College 17
13 Chief Executive Compensation for Specialized Institution 18
14 Chief Executive Compensation for Two-Year College 19
15 Chief Executive Compensation for Administrative Office of a System 20
16 Chief Executive Compensation for Research University 21
17 Chief Executive Compensation for Other Doctoral Granting University 22
18 Chief Executive Compensation for Comprehensive University 23
19 Chief Executive Compensation for Baccalaureate College 24
20 Chief Executive Compensation for Specialized Institution 25
21 Chief Executive Compensation for Two-Year College 26
22 Chief Executive Compensation for Administrative Office of a System 27
23 Salary Increase Information Increased Within the Last 12 Months 28
24 Salary Increase Information Increased More than 12 Months Ago 28
25 Chief Executive Compensation Package Review and Decision 29
26 Sources Used to Determine Chief Executive Compensation Package 29
27 Portion of Chief Executive Salary Provided by Sources Other than the Institution 30
28 Salary From Other Sources 30
29 Additional Cash Compensation 30
30 Criteria for Receiving Additional Cash Compensation 31
31 Income from Outside Sources 31
32 Income from Outside Sources 31
33 Limits to Income from Other Sources 32
34 Chief Executive Compensation Salary Deferral 32
35 Interest Crediting on Deferred Income 32

GROUP AND RETIREMENT BENEFITS FOR CHIEF EXECUTIVES 33

36 Group Benefits Offered to Chief Executives All Institutions 33
37 Operating Budget Under $5 Million 34
38 Operating Budget $5-$9.9 Million 34

LIST OF TABLES (CONTINUED)

Table Page

39 Operating Budget $10-$14.9 Million 35
40 Operating Budget $15-$19.9 Million 35
41 Operating Budget $20-$29.9 Million 36
42 Operating Budget $30-$39.9 Million 36
43 Operating Budget $40-$49.9 Million 37
44 Operating Budget $50-$99.9 Million 37
45 Operating Budget $100 Million and Over 38
46 Percent of Premiums Paid by Institutions All Institutions 39
47 Operating Budget Under $5 Million 40
48 Operating Budget $5-$9.9 Million 41
49 Operating Budget $10-$14.9 Million 42
50 Operating Budget $15-$19.9 Million 43
51 Operating Budget $20-$29.9 Million 44
52 Operating Budget $30-$39.9 Million 45
53 Operating Budget $40-$49.9 Million 46
54 Operating Budget $50-$99.9 Million 47
55 Operating Budget $100 Million and Over 48
56 Average Cost of Benefits Expressed as a Percent of Salary 49
57 Cost of Benefits (As a Percent of Salary) by Operating Budget 50
58 Benefits Exclusive to Chief Executive 51
59 Retirement Benefits for Chief Executive 51
60 Contributions to Chief Executive Retirement Program 52
61 Retirement Program Investment Alternatives 52
62 Contribution to Tax Sheltered Annuity (Other than TIAA) 53
63 Contribution to TIAA/SRA 53
64 Contribution to Other Deferred Compensation Plan 54
65 Retirement Income as a Percent of Pre-Retirement Base Salary 54

PERQUISITES FOR CHIEF EXECUTIVES 55

66 Perquisites Provided to Chief Executives 55
67 Perquisites Provided to Chief Executives vs. Other Employee Groups 56
68 Supplemental Benefits Provided to the Chief Executive 57
69 Residence Provided for Chief Executive 57
70 Services Available if Institution-Owned Residence Provided 58
71 Services Available if Institution-Owned Residence Provided by Institution Type 58
72 Portion of Time Residence is Allocated to Other than Personal Use for Institutions Providing a Residence 59
73 Occupancy Required for Chief Executive 59
74 Housing Assistance 60
75 Value of Housing Assistance Per Year 60
76 Automobile/Automobile Allowance Provided to Chief Executive 61
77 Automobile Policy 61
78 Automobile Policy by Institution Type 62

LIST OF TABLES (CONTINUED)

Table Page

79 Annual Value of Automobile Provided to Chief Executive 63
80 Tuition Assistance Provided to Chief Executive's Family 64
81 Tuition Assistance for Chief Executive's Family 64
82 Local Entertainment Expenses 65
83 Local Entertainment Expenses 65
84 Professional Travel and Entertainment Expenses 66
85 Professional Travel and Entertainment Expenses 66
86 Spouse Assistance for Personal and Professional Activities 67
87 Assistance for Chief Executive's Spouse 67
88 Perquisites for Senior Staff and all Other Exempt Administrators 68

INVOLUNTARY SEPARATION POLICIES FOR CHIEF EXECUTIVES 69

89 Involuntary Separation Policy 69
90 Separation Pay 69
91 Amount of Separation Pay 70
92 Benefits Continuation 70
93 Length of Continuation Period 70
94 Outplacement Assistance Provided 71

PROFILE OF CHIEF EXECUTIVE 73

95 Chief Executive Years in Position 73
96 Chief Executive Minority Status 73
97 Chief Executive Gender 74
98 Chief Executive Age 74
99 Chief Executive Years in Higher Education 75
100 Chief Executive Recruitment Source 75
101 Chief Executive's Previous Position 76

RECRUITING/RELOCATION POLICIES AND PRACTICES 77

102 Chief Executive Recruited Within Five Years 77
103 Search Conducted Outside of Institution 77
104 Executive Search Firm Used 78
105 Candidate Identification Source 78
106 Name of Nominees Made Public 78
107 Length of Time Required to Recruit/Appoint 79
108 Chief Executive Relocation Required 79
109 Moving Expenses for Household Effects 80
110 Travel Expenses for Family 80
111 Assistance Finding Employment for Spouse 80
112 Type of Assistance in Sale/Purchase of Residence 81
113 Maximum Amount to Relocate Chief Executive 81

LIST OF TABLES (CONTINUED)

Table Page

EMPLOYMENT POLICIES AND PRACTICES 83

114 Chief Executive Contractual Agreement 83
115 Type of Agreement 83
116 Chief Executive Term of Contractual Agreement 84
117 Benefits or Payments for Chief Executive at End of Contract Term 85
118 Chief Executive Contract Disclosed to Public 85
119 Formal Performance Review 85
120 Frequency of Performance Review 86
121 Responsibility for Performance Review 86
122 Academic Rank for Chief Executive 87
123 Chief Executive Salary Reversion to Faculty Scale 87
124 Chief Executive Hired from Tenured Position 88
125 Chief Executive Tenure Status 88
126 Chief Executive Assured Tenure Following Resignation 88
127 Annual Paid Time Off - Holidays 89
128 Annual Paid Time Off - Vacation 89
129 Annual Paid Time Off - Personal Days 90
130 Annual Paid Time Off - Sick Days 90
131 Chief Executive Eligible for Sabbatical 91
132 Years Required for Eligibility 91
133 Maximum Length of Sabbatical 91
134 Compensation Level Paid on Sabbatical 92
135 Leave of Absence Pay Policy 93

PROFILE OF PARTICIPATING INSTITUTIONS 95

136 Institutions by Classification 95
137 Institutions by Affiliation 96
138 Institutions by Classification and Affiliation 97
139 Institutions by System Structure 98
140 Detail of Institutions by Classification 99
141 Institutions by Operating Budget 100
142 Institutions by Endowment 101
143 Institutions by FTE Enrollment 101
144 Institutions by Total FTE Employment 102
145 Comparison of FTE Faculty to Total FTE Employment 102
146 Comparison of FTE Administrative/Classified Employment to Total FTE Employment 103
147 Comparison of FTE Faculty to FTE Enrollment 103
148 Comparison of FTE Administrative/Classified to Total FTE Enrollment 104
149 Institutions by Geographic Location 104

ACKNOWLEDGEMENTS

The College and University Personnel Association is pleased to present the 1993 Chief Executive Compensation and Benefits Survey.

This is the fifth report on executive compensation published by CUPA since 1984, and it is by far the most comprehensive in scope—providing substantive data on salaries, benefits, perquisites, and employment policies and practices for college and university presidents.

The detail of the data presented in the 1993 survey and the extent of the participation make this an important and unique study for the higher education community. We are indebted to over 1,000 college and university presidents who demonstrated their belief in the importance of this survey by committing their institutions' resources to provide us with in-depth information. Without the input of hundreds of participants who painstakingly completed the survey questionnaire on behalf of their institutions, a study of this magnitude could not have been possible.

We are also grateful for the continued support from Robert Atwell, President of the American Council on Education, and Richard Ingram, President of the Association of Governing Boards. It is through such collaborative efforts that we are able to provide this report on behalf of the higher education community.

And finally, I would like to thank the following individuals: Suzanne Forsyth and Richard Legon, who on behalf of ACE and AGB respectively, provided their comments and suggestions in the development of the survey; Barbara Kordick of William M. Mercer's National Survey Group who supervised the data collection and information processing; and Susan Cipollini who coordinated the project on behalf of CUPA. We are indebted to each of them for the quality report which has been produced.

Richard C. Creal
Executive Director, CUPA

SURVEY METHODOLOGY

This year's study was conducted with the assistance of William M. Mercer, Incorporated. Standardized survey methodologies which have proven effective in surveys of a national scope were used.

- An introductory note was mailed to chief executives of approximately 3,400 institutions of higher education on June 28, 1993.

- Survey questionnaires were sent to the same institutions on July 12, 1993. Prospective participants were asked to provide information regarding financial and operating statistics; employment policies and practices; and compensation levels effective as of July 1, 1993. The survey questionnaire was revised from previous survey instruments to make it more readable and easier to complete. Prospective survey participants were asked to return their completed survey questionnaire by August 16, 1993.

- Subsequent to the mailing of the survey questionnaires, reminder cards were sent to the entire list of prospective survey participants, and another copy of the questionnaire was mailed to a selected sample of institutions who had not responded as of the extended deadline of September 10. These reminders served the purpose of ensuring that questionnaires had been received and that participants were informed regarding individuals to contact with questions.

- Numerous phone calls from participants regarding data submission and extension of the survey deadline were received. To ensure a meaningful survey report, questionnaires were accepted through November 29, 1993. Survey questionnaires received after that date are not included in the database. The final number of participating institutions is 1,012.

- During the course of the data collection period, all survey questionnaires were screened for consistency and thoroughness of responses. Ambiguous responses were clarified by follow-up phone calls to approximately 30 percent of the survey participants.

- All survey data were keyed, verified and edited to ensure accuracy. The database was then compiled and computerized diagnostic programs were used to identify statistical anomalies (responses which were significantly above or below all other responses). These irregularities tend to skew the survey data and should not be included in the survey database without a thorough explanation. In all cases, these anomalies were explained by supplemental data that was collected in follow-up phone calls.

- Preliminary survey analysis concentrated on affirmation of the peer groupings used in previous surveys for comparison of final and operating statistics. Using operating budget, enrollment, endowment, and full-time equivalent employment (FTE), the size groupings from the previous survey were confirmed.

- To protect the confidentiality of survey data, median salaries are not reported where there are fewer than four cases. Averages are not reported where fewer than three cases appear. In some cases, insufficient or statistically meaningless data were suppressed from the report. In cases where there were no responses, dashes appear (---).

SURVEY METHODOLOGY (CONTINUED)

- Comprehensive analyses were performed on compensation data, benefits information, and employment policies and practices. Where appropriate, analyses were completed for specific peer groups based on size; type of institution; institution structure; and/or geographic region of the country.

- Fringe benefits, perquisites, and conditions of employment were also reviewed in this study. The incidence of specific plans, the benefits to the chief executive and the cost to the institution were collected and reported where appropriate.

- In a number of cases, the total percent of sample reported does not add up to 100 percent. This occurs when institutions report more than one response to a specific question. (For example, some organizations provide more than one form of housing assistance to their chief executive.) These responses are valid and are further explained after each table.

- For all questions which provide a percentage response, the percentage was calculated based on the number of institutions which responded to ***each question*** and not on the total number of survey respondents.

- NEW in 1993—Several tables have been added which include total cash compensation information for the chief executive.

1. Total cash compensation includes the following elements: annual bonus, salary supplement, paid corporate directorships, honorariums/lecture fees, and consulting fees.

2. This calculation used the base salaries for all chief executives plus any amounts reported for the elements itemized in (1) above. The resulting sum was then divided by the total number of chief executives reporting an annual base salary.

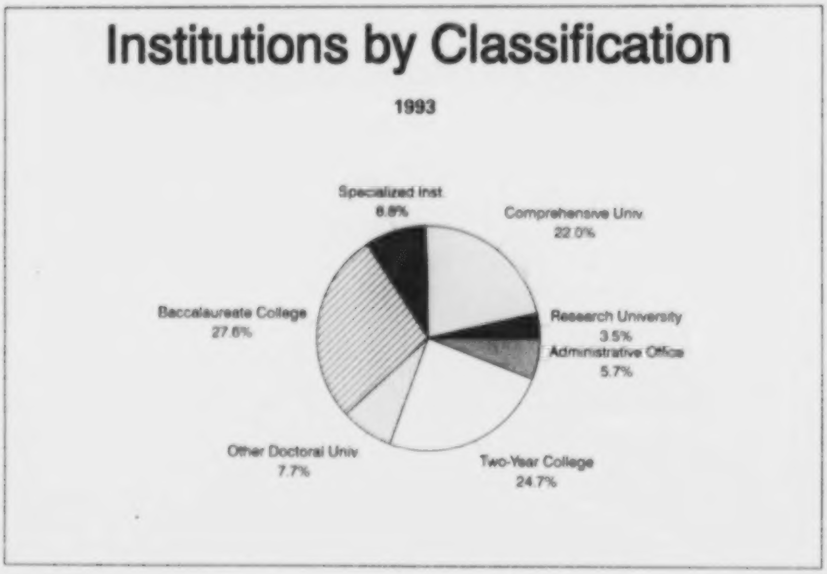
Using data supplied on tables in the chief executive compensation, benefits and conditions of employment sections of this report, college and university pay administrators can accurately identify competitive pay packages for institutions of similar size, type or structure.

EXECUTIVE SUMMARY

FINDINGS AND OBSERVATIONS

The *1993 Chief Executive Compensation and Benefits Survey* provides data on salaries and a broad range of benefits and perquisites commonly included in the total compensation packages available to higher education chief executives. This survey report is based on data received from 1,012 institutions representing all segments of higher education.

The following graph identifies respondents by institutional classification. Nearly 75 percent of the responding institutions are comprehensive universities, baccalaureate colleges, or two-year colleges.



Institutions by Classification

1993

Public institutions represent 54 percent of the respondents when broken out by affiliation. Single institutions represent approximately 71 percent when broken out by system structure. The average operating budget for all institutions responding is $107.2 million with a range of $173 thousand to $9.1 billion. The average endowment is $30.6 million with a range of $0 to $828.6 million.

Following is a summary of the highlights of the 1993 study and a look at the historical trends in executive compensation since 1984, when the College and University Personnel Association conducted the first study.

Profile of Chief Executives

Detailed information is given on the characteristics of chief executives reported in the survey. The typical chief executive is 55 years old and has held this position for an average of 7 years. Eight percent of the chief executives are members of a minority group and 14 percent are women.

Most chief executives (82%) were hired from outside the institution and approximately 60 percent held academic (39%) or administrative (20%) positions prior to appointment as chief executive.

Compensation

The study shows that average chief executive compensation varies according to a variety of factors including institutional classification, affiliation (i.e., public or private), and size-related factors such as operating budget, endowment, enrollment, and FTE employment. In general, private non-religious colleges and universities pay relatively higher salaries than public institutions or private religious institutions. The compensation level of the chief executive also increases as the size of the institution increases.

The table below shows average salaries for chief executives in each of the seven institutional classifications according to their affiliation. All salaries are in thousands.

	Public	Private Non-Religious	Private Religious	Weighted Average For All Institutions
Research University	$147.9	$229.9	N/A	$163.4
Other Doctoral Granting University	124.8	161.5	$133.8	134.6
Comprehensive University	109.1	139.2	119.4	117.7
Baccalaureate College	93.3	124.9	99.1	104.7
Specialized Institution	120.6	122.5	60.1	98.6
Two-Year College	89.2	75.3	61.5	87.6
Administrative Office of a System	122.4	100.5	N/A	119.7

A comparison of this survey's averages to 1991 averages indicate that the average chief executive compensation has increased at an annual rate of 6.6 percent.

Additional Income

In addition to their annual salaries, a number of chief executives receive income from a variety of other sources.

- In 1993, 24.1 percent of the institutions responding reported that their chief executives received additional cash compensation averaging $12,305 from bonuses and salary supplements. The 1991 survey reported that 24.5 percent of the institutions responding reported that their chief executives received additional income averaging $11,464.
- Income from outside sources, such as corporate directorships, honoraria, and consulting and lecture fees averaged $16,727 in 1993.

Benefits

Group benefits, in the form of medical, basic life, disability, and other forms of insurance are provided by most of the institutions to their chief executives. The average cost of these benefits, expressed as a percent of base salary, is 14.3 percent.

Retirement benefits are also provided to chief executives by most of the institutions. The institutions contributed 11 percent of base salary, on average, toward the chief executive's retirement program and the executive contributed 4 percent, on average.

Upon retirement, chief executives may expect to receive approximately 60 percent of pre-retirement compensation from pension sources.

Perquisites

Perquisites are offered to most of the chief executives reported in this survey. The most popular perquisites include automobiles, housing expenses, and tuition reimbursement.

- Approximately 50 percent of the colleges and universities responding in this study offer an institution-owned residence. Of the institutions responding that do not provide a residence, 32.0 percent provide other housing assistance such as a home purchase allowance, rent allowance, and mortgage interest subsidies. The average value of all types of housing provisions is $26,234 per year.
- The table below indicates the percentage of institutions that provide an institution-owned residence for the chief executive according to institution classification:

PROVISION FOR INSTITUTION-OWNED RESIDENCE

	Percentage of Institutions Providing Residence
Research University	60%
Other Doctoral Granting University	51
Comprehensive University	54
Baccalaureate College	59
Specialized Institution	33
Two-Year College	11
Administrative Office of a System	16

- Of the institutions responding, 88 percent provide their chief executive with an automobile or auto allowance for business and/or personal use. The average annual value of the automobile allowance is $5,988.
- Of the institutions responding, approximately 67 percent have a tuition assistance policy for the chief executive.

Recruiting Policies and Practices

- Approximately 43 percent of the institutions responding have recruited a new chief executive within the past five years. Nearly 83 percent indicated that the executive search was conducted outside of the institution.

- The two most frequently used sources for identifying candidates were advertisements (85 percent) and nominations by friends of the institution (78 percent). In 59 percent of the cases, names of the finalists were made public.

- Over 60 percent of the institutions had an active search in progress for less than 8 months before the chief executive was appointed.

- The new chief executive required relocation in approximately 65 percent of the institutions responding. Of those, the majority indicated that the moving expenses were paid in full.

- Of the 651 institutions providing relocation assistance, 60 institutions provide some type of assistance in sale/purchase of a residence. A total of 474 reported that no assistance in sale/purchase of a residence was provided or it was not required.

Employment Policies and Practices

- Approximately 75 percent of the institutions maintain a contractual agreement with the chief executive. Of these, 62.2 percent have a formal written contract, 33 percent have a letter of agreement and 4 percent have an oral agreement.

- Performance reviews for the chief executive are used by approximately 76 percent of the institutions responding. Of these, 76 percent conduct the reviews annually.

- Sixty-nine percent of the chief executives accrue between 20-24 vacation days annually. The amount of vacation days granted range from 10 to 60 days. In the majority of cases, this does not exceed the number of vacation days granted to administrative staff.

- Sabbatical leave is granted by approximately 40 percent of the institutions responding. Sabbatical leave is fully paid by 76 percent of these institutions for an average of at least 6 months, and may also be partially paid for an additional 3 months.

- Approximately 20 percent of responding institutions provide assistance (staff, facilities, car, etc.) to the chief executive's spouse for personal and professional activities.

HISTORICAL TRENDS

This is the fifth survey of compensation, benefits, and perquisites for higher education chief executives that the College and University Personnel Association has conducted. Over the years, significant trends have been reported in the findings and observations section of each of the five separate reports. This summary of historical trends consolidates those findings.

Compensation

- The following table shows the average chief executive compensation by institution classification for each year the survey has been conducted. All salaries are in thousands.

	1984	1986	1988	1991	1993	Annual Compound Rate of Change 1984-1993	Annual Compound Rate of Change 1991-1993
Research University	N/A	$103.1	$115.6	$141.5	$163.4	5.9%	7.5%
Other Doctoral Granting University	$95.9	95.2	98.4	128.9	134.6	3.8	2.2
Comprehensive University	75.3	88.2	98.8	111.7	117.7	5.1	2.7
Baccalaureate College	58.0	67.4	76.1	90.3	104.7	6.8	7.7
Specialized Institution	N/A	81.7	79.5	83.6	98.6	2.4	8.6
Two-Year College	50.1	63.8	70.3	78.3	87.6	6.4	5.8

N/A - Data were not reported for these institution classifications in the 1984 survey.

- Chief executives may earn additional income from outside sources, such as: corporate directorships; lectures/honoraria; and outside consulting. However, the incidence of these reported additional sources of income has decreased over the past eight years as shown below:

	1984	1986	1988	1991	1993
Percentage of Institutions Reporting Additional Income from Outside Sources	43%	29%	25%	23%	23%

Benefits

Over the years, the survey results indicate that the various benefits and perquisites are important elements of the chief executive's total compensation package.

- Most institutions provide group benefits (e.g., medical, dental, life, and disability insurance) for chief executives. The cost of group benefits as a percent of the chief executive's salary has remained at approximately 14 percent in both 1991 and 1993.

Benefits (continued)

The table below shows the percent of institutions providing medical insurance.

	1984	1986	1988	1991	1993
Medical Insurance for Chief Executive	N/A	98.0%	98.9%	99.3%	97.3%
Medical Insurance for Chief Executive's Family	N/A	93.0%	83.3%	71.8%	81.2%

- Retirement benefits for chief executives have not changed significantly over the past ten years. Institutions typically contribute an amount equivalent to 5 to 15 percent of the chief executive's annual salary to that individual's retirement plan. The average contribution reported in each of the five surveys is shown below.

	1984	1986	1988	1991	1993
Average Percentage of Base Salary Contributed to Retirement for Chief Executives	9.3%	10.0%	9.2%	12.1%	11.0%

- The percent of respondents granting sabbatical leave to chief executives has increased significantly in the past ten years. Institutions require an average of six years of service prior to eligibility for sabbatical.

	1984	1986	1988	1991	1993
Percentage of Survey Institutions Granting Sabbatical	27%	28%	42%	44%	40%

Perquisites

An institution-owned facility is provided as a primary residence for half of the surveyed chief executives. Another 32.0 percent offer housing assistance of some type. The annual dollar value of all housing provisions has decreased from an average $27,308 in 1991 to $26,234 in 1993.

The table below indicates that the practice of providing a residence has been most prevalent in research universities.

	Percentage of Institutions Providing Residence				
	1984	1986	1988	1991	1993
Research University	N/A	N/A	78%	86%	60%
Other Doctoral Granting University	32%	N/A	62	80	51
Comprehensive University	76	N/A	62	61	54
Baccalaureate College	73	80%	67	76	59
Specialized Institution	N/A	N/A	41	32	33
Two-Year College	20	24	17	15	11

N/A - Data on other classification were not available for all survey years.

Perquisites (continued)

- The use of institution-owned vehicles or provision of an automobile as a perquisite for personal use has grown for college and university chief executives. The table below shows the prevalence of these practices in the five surveys:

	Percentage of Institutions Providing an Automobile				
	1984	1986	1988	1991	1993
Automobile Provided	58%	65%	60%	67%	70%
Pool Automobile Assigned	18%	20%	15%	19%	16%

Profile of Chief Executives

- The percentage of minorities and women in the chief executive position is shown below. As indicated, the percentage of women in the chief executive position has increased 75 percent since 1984, whereas the percentage of minorities in the position has not increased as significantly.

	Percentage of Institutions Reporting				
	1984	1986	1988	1991	1993
Minority Chief Executives	6%	8%	6%	8%	8%
Women Chief Executives	8%	9%	10%	11%	14%

Recruiting Policies and Practices

- The results of the past five surveys have consistently shown that the majority of all newly hired chief executives are recruited from outside of the institution as shown below. The percentage of institutions reporting this have remained fairly constant, also.

	Percentage of Institutions Reporting				
	1984	1986	1988	1991	1993
Inside Institution	31%	33%	29%	29%	29%
Outside Institution	69%	67%	71%	71%	71%

Employment Policies and Practices

- Approximately three-fourths of all chief executives have a contractual arrangement with their institution.

	Percentage of Institutions Reporting				
	1984	1986	1988	1991	1993
Contract Exists	75%	75%	76%	77%	75%

Employment Policies and Practices (continued)

- In the incidence where a contractual agreement exists, the percentages below summarize the type of agreements from responding institutions. The use of a formal contract has increased over the past ten years.

	Percentage of Institutions Reporting				
	1984	1986	1988	1991	1993
Formal Contract	49%	51%	54%	58%	62%
Letter of Agreement	27%	25%	36%	34%	33%
Board Resolution	19%	18%	7%	N/A	N/A
Oral Agreement	5%	4%	4%	5%	4%

- Performance reviews are typically conducted annually for a growing number of chief executives. The table below shows the increase in the percent of institutions using annual performance reviews:

	Percentage of Institutions Reporting				
	1984	1986	1988	1991	1993
Use of Annual Performance Reviews	55%	63%	70%	78%	76%

- Involuntary separation policies appear to be increasing as a formal policy among surveyed institutions with 6-12 months as the average length of severance pay. As shown below, more institutions are reporting the use of such plans.

	Percentage of Institutions Reporting				
	1984	1986	1988	1991	1993
Involuntary Separation Policy	16%	18%	24%	26%	29%

CHIEF EXECUTIVE COMPENSATION

This section of the report presents compensation information on college and university chief executives. The tables on the following pages present separate statistical analyses of chief executive compensation based on various scope factors, including:

- Classification, Source of Support;
- Financial and Operating Statistics;
- Classification and Financial/Operating Statistics; and
- Classification and Type.

Peer groupings have been established for financial and operating statistics to provide relevant comparison groups for institutions of a specific classification; type; structure; and/or size. Annual base salary statistics are reported in thousands for each of the peer groupings. This allows institutions to identify the general pay practices for comparably sized colleges and universities of similar structure.

Using these data, it can be inferred that there is a relationship between the size and structure of an institution and the compensation level of college and university chief executives.

This section of the report also provides information on additional policies and practices which affect the compensation of chief executives. Specifically, the following areas are addressed:

- Salary Increase Information (e.g., the timing of the most recent increase);
- Sources of Supplemental Annual Salary;
- Additional Chief Executive Income; and
- Salary Deferral Information.

Please note that not all institutions provided information on scope factors located in the following section, therefore their data would not be included on all tables.

CHIEF EXECUTIVE COMPENSATION BY CLASSIFICATION, AFFILIATION, AND STRUCTURE

TABLE 1
CHIEF EXECUTIVE COMPENSATION BY INSTITUTION CLASSIFICATION

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Institution Classification	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
All Institutions	991	$84.7	$101.1	$108.2	$124.7	$86.8	$104.0	$114.1	$131.6
Research University	35	125.0	150.6	163.4	180.0	133.8	172.4	184.0	211.3
Other Doctoral Granting University	78	103.1	127.7	134.6	160.0	110.1	136.1	144.9	169.4
Comprehensive University	221	99.7	110.0	117.7	128.4	102.5	117.0	124.5	137.7
Baccalaureate College	272	80.3	97.2	104.7	120.8	84.0	100.0	108.4	124.3
Specialized Institution	84	62.4	95.1	98.6	130.0	62.4	95.1	106.6	142.7
Two-Year College	244	74.9	87.4	87.6	99.8	77.4	90.4	90.7	101.0
Administrative Office of a System	56	100.8	118.0	119.7	134.3	101.8	122.5	126.0	147.8

TABLE 2
CHIEF EXECUTIVE COMPENSATION BY AFFILIATION

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Affiliation	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Public	538	$87.9	$100.7	$104.6	$117.5	$90.3	$103.1	$110.6	$122.0
Private, Religious	259	72.0	90.0	98.2	113.0	72.7	93.0	101.5	117.0
Private, Non-Religious	191	100.0	128.0	131.2	155.0	104.8	135.0	140.1	165.0

TABLE 3
CHIEF EXECUTIVE COMPENSATION BY SYSTEM STRUCTURE

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
System Structure	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Single Institution	700	$82.5	$100.0	$108.4	$125.0	$84.5	$103.0	$113.9	$133.0
Administrative Office of a System	56	100.8	118.0	119.7	134.3	101.8	122.5	126.0	147.8
Main Campus Heading a System	36	96.6	105.3	118.8	147.0	97.0	108.7	125.2	158.1
Campus within a System	197	88.6	99.0	102.6	115.8	91.0	103.2	109.5	120.3

CHIEF EXECUTIVE COMPENSATION BY FINANCIAL AND OPERATING STATISTICS

TABLE 4
CHIEF EXECUTIVE COMPENSATION BY OPERATING BUDGET

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $5 Million	89	$54.0	$66.0	$66.7	$77.1	$54.5	$68.5	$69.5	$79.5
$5 - $9.9 Million	138	72.0	80.5	84.5	93.1	72.3	82.4	87.6	96.2
$10 - $14.9 Million	133	79.2	90.0	98.6	100.0	80.0	92.0	101.2	103.4
$15 - $19.9 Million	96	90.6	100.0	104.8	112.7	93.3	103.3	108.7	115.3
$20 - $29.9 Million	117	95.5	104.2	112.3	124.8	97.5	110.2	118.1	132.2
$30 - $39.9 Million	78	95.3	105.4	110.3	121.7	95.8	108.4	114.6	131.9
$40 - $49.9 Million	60	100.2	113.7	119.5	140.4	103.7	117.9	126.2	146.5
$50 - $99.9 Million	123	104.0	119.1	126.4	141.2	107.9	122.9	132.7	150.0
$100 Million and Over	150	116.3	133.8	143.0	162.1	120.7	145.8	157.5	181.0

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TABLE 5
CHIEF EXECUTIVE COMPENSATION BY ENDOWMENT

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Endowment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $1 Million	161	$72.8	$85.0	$86.4	$98.2	$75.0	$88.7	$90.2	$102.6
$1 - $4.9 Million	216	80.0	95.0	94.4	105.0	82.0	97.0	97.6	109.8
$5 - $9.9 Million	112	85.6	99.5	100.1	114.7	88.0	102.9	104.5	121.1
$10 - $14.9 Million	58	90.0	113.7	126.8	129.2	90.4	114.7	133.3	142.9
$15 - $19.9 Million	32	101.1	113.8	118.5	134.1	101.7	114.8	124.4	137.8
$20 - $24.9 Million	25	104.9	114.0	119.2	131.7	105.7	120.0	129.2	156.8
$25 Million and Over	215	112.2	137.0	141.2	160.0	119.8	144.0	152.1	172.5
None (No Endowment)	137	84.5	98.0	101.1	117.0	86.0	100.5	106.0	120.0

TABLE 6
CHIEF EXECUTIVE COMPENSATION BY FTE ENROLLMENT

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 500	87	$52.5	$66.0	$74.4	$85.4	$52.8	$67.0	$77.0	$87.7
500 - 999	129	73.0	85.1	91.5	102.5	75.0	88.4	94.4	106.2
1,000 - 1,999	214	79.2	96.9	105.5	119.7	81.0	100.0	110.7	125.0
2,000 - 2,999	117	83.9	103.0	111.4	135.0	88.8	105.0	118.1	142.5
3,000 - 3,999	68	89.3	95.7	101.1	112.7	90.6	99.2	104.8	117.3
4,000 - 4,999	52	97.6	104.6	115.9	125.9	99.3	110.0	121.7	133.5
5,000 - 7,499	93	94.9	102.3	117.2	117.0	96.3	103.2	123.4	120.0
7,500 - 9,999	53	102.4	112.8	125.7	129.7	105.9	119.1	130.8	134.4
10,000 - 14,999	69	104.0	118.2	125.5	132.3	113.2	124.0	138.6	143.0
15,000 and Over	98	114.5	127.7	133.7	151.2	116.6	136.2	143.7	164.5

TABLE 7
CHIEF EXECUTIVE COMPENSATION BY FTE EMPLOYMENT

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Full-Time Equivalent Employment	# Inst.	25th (%ile)	50th (%ile)	Avg	75th (%ile)	25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under 500	609	$75.6	$91.0	$95.4	$105.0	$77.8	$93.6	$99.2	$110.3
500 - 999	164	99.1	110.0	118.4	128.4	100.7	116.1	124.2	141.1
1,000 - 1,999	103	106.3	120.0	128.4	135.0	113.0	125.0	137.7	146.0
2,000 - 2,999	32	117.2	127.7	130.0	138.4	117.2	133.3	140.9	159.0
3,000 - 3,999	13	120.4	175.0	173.4	217.9	129.3	194.5	188.0	241.1
4,000 - 4,999	9	111.9	126.4	129.8	152.9	114.1	150.0	149.0	176.4
5,000 and Over	40	132.8	153.5	159.9	176.3	137.8	165.7	178.1	188.0

TABLE 8
CHIEF EXECUTIVE COMPENSATION BY GEOGRAPHIC LOCATION

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Geographic Location	# Inst.	25th (%ile)	50th (%ile)	Avg	75th (%ile)	25th (%ile)	50th (%ile)	Avg	75th (%ile)
Northeast	233	$92.2	$108.4	$118.8	$139.0	$95.0	$114.0	$124.8	$148.1
Southeast	191	77.4	94.9	105.3	115.2	78.0	98.0	111.5	125.0
North Central	292	80.0	100.0	102.0	119.9	82.8	102.6	107.1	124.3
South Central	134	85.6	100.0	107.7	124.6	91.7	103.0	116.1	129.2
West Coast	131	91.3	106.0	110.8	124.0	93.2	110.9	114.9	128.8
United States	991	84.7	101.1	108.2	124.7	86.8	104.0	114.1	131.6

CHIEF EXECUTIVE COMPENSATION BY CLASSIFICATION AND FINANCIAL AND OPERATING STATISTICS

TABLE 9
CHIEF EXECUTIVE COMPENSATION FOR RESEARCH UNIVERSITY

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	2				*INSUFFICIENT DATA*				
$100 Million and Over	33	$125.7	$150.6	$162.2	$178.4	$136.4	$172.4	$184.1	$209.0

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 2,000	2				*INSUFFICIENT DATA*				
5,000 - 14,999	12	$126.7	$154.0	$178.8	$227.8	$132.4	$183.6	$202.7	$262.7
15,000 and Over	21	125.5	150.6	152.6	168.6	148.7	172.4	173.4	182.5

TABLE 10
CHIEF EXECUTIVE COMPENSATION FOR OTHER DOCTORAL GRANTING UNIVERSITY

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	8	$72.0	$90.0	$87.8	$98.0	$72.0	$90.0	$87.8	$98.0
$20 - $99.9 Million	32	102.0	121.0	123.8	134.7	104.1	125.0	132.2	148.0
$100 Million and Over	38	122.0	147.5	153.5	175.0	131.3	160.0	167.7	194.2

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 2,000	9	$74.0	$90.0	$98.4	$107.1	$74.0	$90.0	$102.9	$107.1
2,000 - 4,999	11	122.0	171.4	155.4	185.0	150.0	171.4	168.0	197.6
5,000 and Over	58	106.8	129.0	136.3	153.4	113.7	136.1	147.1	165.7

TABLE 11
CHIEF EXECUTIVE COMPENSATION FOR COMPREHENSIVE UNIVERSITY

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
$5 - $9.9 Million	6	$79.5	$83.2	$93.9	$108.3	$79.5	$83.2	$94.8	$109.6
$10 - $14.9 Million	10	80.0	97.0	96.7	101.5	80.0	100.0	98.9	108.0
$15 - $19.9 Million	19	87.8	100.0	105.1	124.0	99.5	106.8	115.1	135.0
$20 - $29.9 Million	31	95.1	107.9	114.2	125.0	100.0	120.4	124.3	144.8
$30 - $39.9 Million	39	99.5	109.0	112.8	120.0	102.5	111.4	117.4	131.3
$40 - $49.9 Million	31	100.0	110.0	116.0	128.5	100.0	116.2	120.1	128.5
$50 - $99.9 Million	49	103.0	112.0	123.9	130.2	105.3	121.0	130.3	142.6
$100 Million and Over	33	115.3	124.8	139.7	153.4	120.5	133.8	149.7	172.3

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 500	1				*INSUFFICIENT DATA*				
500 - 999	8	$80.3	$107.5	$106.7	$142.8	$80.3	$107.5	$108.2	$144.0
1,000 - 1,999	29	94.0	100.0	108.8	121.8	100.0	106.8	119.9	149.7
2,000 - 2,999	35	103.8	116.8	120.9	142.5	103.8	124.6	127.1	150.0
3,000 - 3,999	27	94.9	102.5	109.0	122.7	98.8	110.0	113.4	125.0
4,000 - 4,999	22	99.8	114.0	126.1	139.4	109.8	127.2	133.4	144.2
5,000 - 7,499	42	100.1	105.2	125.3	123.3	102.6	108.8	132.4	142.3
7,500 - 9,999	17	104.0	109.5	116.5	124.7	108.2	114.0	120.0	128.5
10,000 - 14,999	26	102.8	119.7	119.0	132.1	118.8	127.8	130.2	140.3
15,000 and Over	10	114.5	116.7	114.7	125.7	114.5	118.9	115.9	127.3

TABLE 12
CHIEF EXECUTIVE COMPENSATION FOR BACCALAUREATE COLLEGE

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $5 Million	18	$49.1	$72.0	$67.4	$79.2	$49.4	$72.0	$70.1	$87.1
$5 - $9.9 Million	48	70.0	81.8	82.7	92.7	70.0	83.5	85.9	98.2
$10 - $14.9 Million	65	76.0	90.0	104.4	100.0	79.2	93.0	107.0	108.2
$15 - $19.9 Million	50	90.3	103.0	104.7	116.5	92.6	105.0	107.1	118.0
$20 - $29.9 Million	44	102.4	113.7	119.2	134.2	104.4	116.1	124.2	142.3
$30 - $39.9 Million	15	89.3	113.0	107.4	135.0	89.3	125.0	112.1	140.0
$40 - $49.9 Million	9	122.9	140.6	139.5	156.2	130.6	148.0	146.8	166.2
$50 Million and Over	22	102.5	152.0	142.1	171.7	102.5	158.3	149.7	185.7

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 500	19	$50.0	$68.5	$68.0	$81.9	$50.0	$68.5	$70.7	$84.5
500 - 999	80	75.0	90.0	93.9	107.6	75.2	91.5	96.7	110.1
1,000 - 1,999	115	85.0	100.0	115.1	130.0	89.5	105.0	119.0	134.0
2,000 - 2,999	30	93.3	113.0	120.1	146.1	99.2	113.5	125.4	147.1
3,000 - 3,999	7	47.1	89.3	83.2	113.0	50.0	89.3	91.5	114.0
4,000 - 4,999	6	101.6	106.9	110.6	122.9	101.6	106.9	110.6	122.9
5,000 - 7,499	9	90.8	95.4	100.1	102.7	90.8	99.0	101.6	102.7
7,500 and Over	4	114.6	126.5	137.7	172.0	120.3	153.1	152.8	185.0

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TABLE 13
CHIEF EXECUTIVE COMPENSATION FOR SPECIALIZED INSTITUTION

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $5 Million	36	$49.7	$64.0	$65.1	$82.9	$52.5	$64.0	$65.7	$83.7
$5 - $9.9 Million	14	80.3	105.0	109.8	137.6	81.2	110.7	116.7	148.3
$10 - $14.9 Million	11	99.1	105.5	117.0	150.0	99.1	105.5	123.6	150.0
$15 - $19.9 Million	2	*INSUFFICIENT DATA*							
$20 - $99.9 Million	16	116.5	149.2	140.7	159.0	118.0	150.0	147.1	159.0
$100 Million and Over	5	45.9	128.0	110.8	167.2	48.4	132.6	185.2	348.4

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 500	46	$51.5	$66.4	$76.4	$93.7	$52.5	$66.5	$78.3	$93.7
500 - 999	12	68.2	96.7	99.9	128.6	68.5	96.7	106.1	129.7
1,000 - 1,999	11	104.8	130.0	126.4	150.0	104.8	143.0	138.0	150.0
2,000 and Over	15	116.0	150.0	145.6	178.1	118.0	150.0	170.6	178.1

TABLE 14
CHIEF EXECUTIVE COMPENSATION FOR TWO-YEAR COLLEGES

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $5 Million	33	$58.5	$66.0	$67.4	$75.5	$62.2	$73.0	$72.7	$78.4
$5 - $9.9 Million	66	71.7	78.1	80.0	87.6	72.3	79.1	82.4	91.3
$10 - $14.9 Million	44	77.5	85.0	86.0	92.3	79.4	86.6	88.0	98.7
$15 - $19.9 Million	20	89.2	94.3	94.0	98.3	91.9	95.9	97.2	102.2
$20 - $29.9 Million	33	91.3	96.9	98.2	102.6	92.8	98.5	99.8	106.1
$30 - $39.9 Million	18	94.1	101.4	103.1	106.7	94.1	101.4	106.1	108.7
$40 - $49.9 Million	11	95.0	110.0	109.9	117.9	95.4	110.9	118.7	117.9
$50 Million and Over	17	91.2	109.0	102.8	116.5	92.4	112.7	105.4	118.9

Enrollment	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under 500	16	$50.5	$59.5	$59.7	$66.8	$50.8	$65.2	$62.8	$72.7
500 - 999	25	65.7	77.4	76.7	84.1	70.2	78.5	78.9	84.5
1,000 - 1,999	54	71.7	77.4	79.3	85.9	73.2	78.8	83.5	91.3
2,000 - 2,999	39	77.9	83.9	86.1	95.7	79.0	84.0	87.7	97.6
3,000 - 3,999	28	83.0	91.5	90.4	98.4	83.0	92.2	91.7	99.8
4,000 - 4,999	16	90.0	98.4	96.1	102.3	90.2	99.8	99.2	106.9
5,000 - 7,499	28	92.5	95.0	96.0	100.8	94.8	96.9	98.8	102.4
7,500 - 9,999	15	96.4	107.1	109.2	118.0	96.4	107.1	111.6	118.0
10,000 - 14,999	12	98.0	111.0	111.6	115.9	102.7	113.3	121.6	119.4
15,000 and Over	9	100.0	107.2	110.5	122.8	100.0	107.2	112.8	128.8

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TABLE 15
CHIEF EXECUTIVE COMPENSATION FOR ADMINISTRATIVE OFFICE OF A SYSTEM

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $50 Million	9	$75.9	$82.9	$84.3	$85.7	$78.4	$83.1	$92.5	$103.7
$50 - $99.9 Million	13	105.7	112.1	113.6	124.5	107.4	113.4	118.6	135.0
$100 - $499.9 Million	21	105.2	125.5	125.3	139.4	108.2	129.4	131.5	156.2
$500 Million and Over	12	118.3	145.6	145.7	172.5	120.2	156.2	152.2	184.0

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Enrollment	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under 10,000	10	$77.3	$84.0	$88.0	$97.2	$78.8	$86.5	$89.8	$102.2
10,000 - 49,999	28	105.1	124.5	120.7	134.3	111.1	131.6	128.3	147.8
50,000 - 99,999	9	102.4	115.7	127.2	162.2	102.4	115.7	134.6	172.7
100,000 and Over	6	116.7	153.1	158.8	192.1	131.3	163.1	168.1	202.6

CHIEF EXECUTIVE COMPENSATION BY CLASSIFICATION AND AFFILIATION

TABLE 16
CHIEF EXECUTIVE COMPENSATION FOR RESEARCH UNIVERSITY

PUBLIC

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
$100 Million and Over	28	$124.7	$147.7	$147.9	$159.6	$132.4	$163.7	$166.8	$180.3

PRIVATE, NON-RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	2				*INSUFFICIENT DATA*				
$100 Million and Over	4	$219.9	$253.4	$253.2	$286.2	$242.1	$306.5	$301.2	$355.0

PRIVATE, RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
$100 Million and Over	1				*INSUFFICIENT DATA*				

TABLE 17
CHIEF EXECUTIVE COMPENSATION FOR OTHER DOCTORAL GRANTING UNIVERSITY

PUBLIC

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	1				*INSUFFICIENT DATA*				
$20 - $99.9 Million	24	$98.1	$109.5	$112.2	$126.8	$102.0	$119.0	$116.8	$129.5
$100 Million and Over	28	113.4	135.0	136.7	151.7	119.0	146.7	148.4	167.8

PRIVATE, NON-RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	4	$75.0	$94.5	$92.5	$108.0	$75.0	$94.5	$92.5	$108.0
$20 - $99.9 Million	7	135.0	175.0	165.3	180.2	164.0	180.2	183.5	210.0
$100 Million and Over	7	160.0	200.0	197.0	230.0	168.0	210.0	224.1	250.5

PRIVATE, RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	3	---	---	$79.3	---	---	---	$79.3	---
$20 - $99.9 Million	1				*INSUFFICIENT DATA*				
$100 Million and Over	2				*INSUFFICIENT DATA*				

TABLE 16
CHIEF EXECUTIVE COMPENSATION FOR COMPREHENSIVE UNIVERSITY

PUBLIC

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	9	$80.6	$99.0	$93.9	$102.8	$88.6	$100.7	$98.5	$108.4
$20 - $99.9 Million	88	97.6	103.1	106.1	113.3	102.0	109.5	111.6	120.2
$100 Million and Over	26	114.9	120.5	125.9	133.4	119.4	130.1	134.1	140.3

PRIVATE, NON-RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	10	$93.8	$114.0	$114.3	$137.4	$98.3	$120.0	$120.7	$147.4
$20 - $99.9 Million	33	119.0	141.2	141.9	158.2	128.5	148.2	151.8	180.7
$100 Million and Over	3	---	---	193.3	---	---	---	213.4	---

PRIVATE, RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	16	$81.1	$86.4	$96.3	$100.0	$81.1	$96.6	$103.2	$113.6
$20 -$99.9 Million	29	110.0	117.5	123.7	142.0	111.0	121.8	127.9	151.6
$100 Million and Over	4	145.7	176.0	189.5	246.7	153.2	199.0	203.5	258.2

TABLE 15
CHIEF EXECUTIVE COMPENSATION FOR BACCALAUREATE COLLEGE

PUBLIC

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	20	$79.2	$89.0	$88.6	$93.3	$79.2	$90.4	$91.7	$103.4
$20 - $99.9 Million	23	93.0	98.6	99.3	106.1	93.2	100.7	103.7	107.7
$100 Million and Over	2				*INSUFFICIENT DATA*				

PRIVATE, NON-RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	31	$85.0	$100.0	$99.9	$117.0	$90.0	$106.5	$102.5	$124.5
$20 - $99.9 Million	34	132.2	148.7	146.0	159.3	136.0	154.3	155.0	175.0
$100 Million and Over	1				*INSUFFICIENT DATA*				

PRIVATE, RELIGIOUS

		Annual Base Salary ($000's)				Annual Total Cash Compensation ($000's)			
Operating Budget	**# Inst.**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**	**25th (%ile)**	**50th (%ile)**	**Avg**	**75th (%ile)**
Under $20 Million	130	$73.0	$85.3	$94.9	$100.0	$75.0	$90.0	$97.6	$103.1
$20 - $99.9 Million	29	101.1	125.0	120.8	137.5	102.1	125.0	124.8	141.8

TABLE 23
CHIEF EXECUTIVE COMPENSATION FOR SPECIALIZED INSTITUTION

PUBLIC

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $20 Million	4	$51.8	$85.2	$100.2	$163.6	$51.8	$85.2	$100.2	$163.6
$20 - $99.9 Million	5	106.8	116.0	119.3	133.4	108.8	118.3	125.3	145.2
$100 Million and Over	2	*INSUFFICIENT DATA*							

PRIVATE, NON-RELIGIOUS

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $20 Million	28	$94.9	$105.0	$114.2	$134.5	$94.9	$107.9	$120.4	$145.2
$20 - $99.9 Million	11	140.5	150.0	150.4	170.0	150.0	152.5	157.0	178.1
$100 Million and Over	1	*INSUFFICIENT DATA*							

PRIVATE, RELIGIOUS

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $20 Million	31	$48.8	$60.0	$60.7	$71.0	$52.5	$60.0	$61.2	$71.6
$100 Million and Over	1	*INSUFFICIENT DATA*							

TABLE 21
CHIEF EXECUTIVE COMPENSATION FOR TWO-YEAR COLLEGE

PUBLIC

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $5 Million	21	$63.2	$73.0	$70.3	$78.0	$65.5	$73.3	$75.7	$78.8
$5 - $9.9 Million	62	70.8	77.5	79.1	86.2	72.1	78.5	81.8	90.9
$10 - $14.9 Million	43	77.5	85.0	85.6	91.8	79.0	85.0	87.6	98.0
$15 - $19.9 Million	20	89.2	94.3	94.0	98.3	91.9	95.9	97.2	102.2
$20 - $99.9 Million	74	95.0	101.0	103.6	111.4	95.0	101.9	106.9	116.3
$100 Million and Over	4	78.5	82.1	88.9	106.1	79.1	84.6	90.1	106.7

PRIVATE, NON-RELIGIOUS

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $5 Million	6	$51.5	$58.8	$65.5	$80.8	$52.4	$74.2	$72.1	$86.5
$5 - $9.9 Million	4	83.6	92.0	93.1	103.7	83.6	92.0	93.1	103.7

PRIVATE, RELIGIOUS

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $5 Million	6	$53.7	$59.5	$59.1	$64.5	$57.5	$64.6	$62.5	$67.5
$10 - $14.9 Million	1				*INSUFFICIENT DATA*				
$100 Million and Over	1				*INSUFFICIENT DATA*				

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TABLE 22
CHIEF EXECUTIVE COMPENSATION FOR ADMINISTRATIVE OFFICE OF A SYSTEM

PUBLIC

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $100 Million	18	$83.0	$105.7	$101.9	$116.1	$83.0	$107.4	$105.8	$122.9
$100 Million and Over	31	109.3	129.4	135.3	152.9	112.8	137.4	142.0	162.5

PRIVATE, NON-RELIGIOUS

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
Under $20 Million	1				*INSUFFICIENT DATA*				
$20 Million and Over	3	---	---	$105.6	---	---	---	$126.6	---

PRIVATE, RELIGIOUS

Operating Budget	# Inst.	Annual Base Salary ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)	Annual Total Cash Compensation ($000's) 25th (%ile)	50th (%ile)	Avg	75th (%ile)
$100 Million and Over	2				*INSUFFICIENT DATA*				

SALARY INCREASE INFORMATION

Survey participants provided information on the most recent salary increases for chief executives. Seven hundred forty-eight institutions indicate that they have increased the chief executive's salary in the last 12-month period. The average number of months since the last increase is less than 9 months and the average increase in annual salary reported by those institutions is 4.8 percent.

TABLE 23
SALARY INCREASE INFORMATION
INCREASED WITHIN THE LAST 12 MONTHS

Institution Classification	**Number of Responses**	**Average Number of Months Since Last Increase**	**Average Rate of Last Increase**	**Median Rate of Last Increase**
Research University	23	8.6	3.7%	3.0%
Other Doctoral Granting University	50	7.6	5.2%	4.0%
Comprehensive University	152	8.7	5.2%	4.0%
Baccalaureate University	221	9.4	5.1%	5.0%
Specialized Institution	63	9.0	5.2%	4.0%
Two-Year College	200	8.4	4.1%	4.0%
Administrative Office of a System	38	8.2	4.6%	4.0%
Did Not Respond	1		*INSUFFICIENT DATA*	
TOTAL	**748**	**8.8**	**4.8%**	**4.0%**

One hundred eighty-seven institutions indicate that they increased the chief executive's salary more than 12 months ago. Among this group of 187 institutions, the average number of months since the last increase is 24.9. The average increase in annual salary reported by those 187 institutions is 6.0 percent.

TABLE 24
SALARY INCREASE INFORMATION
INCREASED MORE THAN 12 MONTHS AGO

Institution Classification	**Number of Responses**	**Average Number of Months Since Last Increase**	**Average Rate of Last Increase**	**Median Rate of Last Increase**
Research University	7	23.6	5.7%	5.5%
Other Doctoral Granting University	23	26.6	5.7%	6.0%
Comprehensive University	49	25.0	6.2%	5.0%
Baccalaureate University	42	24.3	5.7%	5.0%
Specialized Institution	17	21.9	5.6%	6.0%
Two-Year College	36	25.2	5.0%	5.0%
Administrative Office of a System	13	26.7	10.4%	7.2%
TOTAL	**187**	**24.9**	**6.0%**	**5.0%**

CHIEF EXECUTIVE COMPENSATION PACKAGE REVIEW

TABLE 25
CHIEF EXECUTIVE COMPENSATION PACKAGE REVIEW AND DECISION

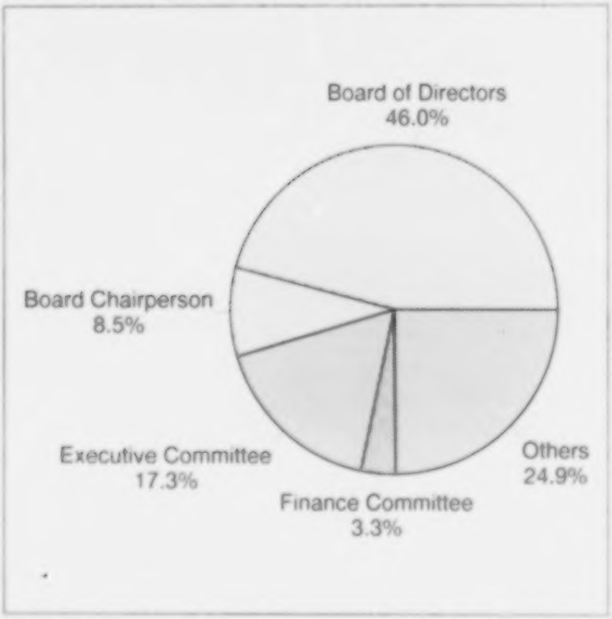

TABLE 26
SOURCES USED TO DETERMINE CHIEF EXECUTIVE COMPENSATION PACKAGE

Sources Used to Decide Package	**Number of Responses**	**Percent of Respondents**
(CUPA) Chief Executive Survey	431	42.5%
Peer Institutions	616	60.8%
Consulting Firm	91	8.9%
Other	303	29.9%

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OTHER SOURCES OF ANNUAL SALARY

TABLE 27
PORTION OF CHIEF EXECUTIVE SALARY PROVIDED BY SOURCES OTHER THAN THE INSTITUTION

	Number of Responses	Percent of Respondents
Yes	42	4.2%
No	967	95.8%

The sources providing this portion of salary were reported for 32 of the 42 chief executives. In 26 of these cases, a portion of their salary is provided by a college or university foundation. Data provided by the 32 institutions indicate that this part of the chief executive's annual salary amounts to $33,593 (on average) as shown on the following table.

TABLE 28
SALARY FROM OTHER SOURCES

Source of Compensation	Number of Responses*	Average Annual $ Amount
University or College Foundation	26	$29,410
Other Sources	10	$31,033
TOTAL	**32**	**$33,593**

*Four institutions provided information on both sources.

ADDITIONAL CHIEF EXECUTIVE INCOME

Two hundred thirty-nine chief executives (24.1%) also received income in addition to their annual salaries from a variety of sources including their own institution. The table below shows the average amount provided by 218 of the 239 respondents for each form of additional cash compensation. The average maximum cash received by chief executives in addition to annual salary is $12,305 as shown below.

TABLE 29
ADDITIONAL CASH COMPENSATION

Type of Additional Compensation	Number of Responses*	Percent of Responses	Average Annual Maximum $ Amount
Annual Bonus	45	18.8%	$9,846
Salary Supplement	78	32.6%	$14,483
Other Sources	116	48.5%	$11,693
All Three Types Combined	218	91.2%	$12,305

*Some chief executives receive two types of additional cash compensation.

TABLE 30
CRITERIA FOR RECEIVING ADDITIONAL CASH COMPENSATION

Criteria	Number of Responses	Percent of Respondents
Automatic - No Criteria	101	45.7%
Performance	60	27.1%
Length of Service	13	5.9%
Other	47	21.3%
Total	**221**	**100.0%**

TABLE 31
INCOME FROM OUTSIDE SOURCES

	Number of Responses	Percent of Respondents
Yes	229	23.2%
No	756	76.8%

Two hundred twenty-nine chief executives may also earn income from outside sources. Of these, 180 colleges and universities specified the source and amount of income earned by their chief executive as shown on the following table.

TABLE 32
INCOME FROM OUTSIDE SOURCES

Outside Source	Number of Responses*	Percent of Respondents	Average Annual $ Amount
Paid Corporate Directorships	104	45.4%	$18,365
Honorariums/Lecture Fees	77	33.6%	$3,275
Consulting Fees	55	24.0%	$4,625
Other Sources	37	16.1%	$16,062
All Four Sources Combined	180	78.6%	$16,727

*Some chief executives receive compensation from two or more additional sources.

As shown above, the average additional income derived from outside sources is $16,727 per year. A few institutions put limits on the amount of income a chief executive can earn from outside sources. Table 33 shows the number of institutions affected.

TABLE 33
LIMITS TO INCOME FROM OTHER SOURCES

	Number of Responses	Percent of Respondents	Average Annual $ Amount
Yes	36	3.7%	$11,381 (20 responses)
No	934	96.3%	

SALARY DEFERRAL

TABLE 34
CHIEF EXECUTIVE COMPENSATION
SALARY DEFERRAL

	Number of Responses	Percent of Respondents
Yes	535	53.7%
No	462	46.3%

As indicated above, five hundred thirty-five colleges and universities (53.7%) indicate they allow the chief executive to defer a portion of their annual salary into later taxable years. The table below summarizes the interest crediting mechanism used to determine the value of these deferrals in future years.

TABLE 35
INTEREST CREDITING ON DEFERRED INCOME

Interest Crediting Mechanism	Number of Responses	Percent of Respondents
Prime Rate	6	1.1%
T-Bill Rate	2	0.3%
Investment Portfolio	75	14.3%
TIAA-CREF	274	52.5%
No Interest Credited	26	4.9%
Other	138	26.4%
TOTAL	**521**	**100.0%**

GROUP AND RETIREMENT BENEFITS FOR CHIEF EXECUTIVES

GROUP BENEFITS

Group benefits are defined as health and welfare plans which are related to death, disability, medical, and retirement plans. Survey participants were asked to provide general information on the availability of these plans as they are extended to college and university chief executives and their immediate families. The following tables summarize the availability of specific types of plans as well as the percent of premium paid by the institution to provide the benefit to their chief executive and family.

TABLE 36
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES
ALL INSTITUTIONS
(1,012 Responses)

	Pre-Retirement			Post-Retirement		
Major Medical Plans	% Not Providing	% Providing CEO Only	% Providing CEO & Family	% Not Providing	% Providing CEO Only	% Providing CEO & Family
Medical/Hospital Insurance	2.7%	15.9%	81.4%	56.1%	10.2%	33.7%
Dental Care Insurance	29.9	10.9	59.2	77.7	4.4	17.9
Vision Care Insurance	68.4	6.0	25.6	90.5	2.2	7.3
Prescription Drug Insurance	32.6	10.7	56.7	79.2	16.2	4.6
Other Insurance Plans						
Basic Life Insurance	11.2	72.0	16.8	93.4	5.1	1.5
Short-Term Disability	53.9	43.5	2.7	N/A	N/A	N/A
Long-Term Disability	20.4	76.2	3.5	N/A	N/A	N/A
Accidental Death & Dismemberment	38.2	53.1	8.7	72.8	5.2	21.9
Business Travel Insurance	71.4	27.8	0.8	N/A	N/A	N/A
Personal Liability	73.0	26.2	0.8	99.0	0.7	0.3
Survivor Income Insurance	90.7	7.9	1.4	98.0	1.2	0.8

TABLE 37
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES OPERATING BUDGET UNDER $5 MILLION
(93 Responses)

	Pre-Retirement			Post-Retirement		
Major Medical Plans	% Not Providing	% Providing CEO Only	% Providing CEO & Family	% Not Providing	% Providing CEO Only	% Providing CEO & Family
Medical/Hospital Insurance	2.2%	21.5%	76.3%	78.5%	6.5%	15.1%
Dental Care Insurance	46.2	10.8	43.0	89.2	3.2	7.5
Vision Care Insurance	80.6	5.4	14.0	95.7	2.2	2.2
Prescription Drug Insurance	40.9	15.1	44.1	93.5	4.3	2.2
Other Insurance Plans						
Basic Life Insurance	17.2	71.0	11.8	96.8	3.2	---
Short-Term Disability	60.2	36.6	3.2	N/A	N/A	N/A
Long-Term Disability	34.4	59.1	6.5	N/A	N/A	N/A
Accidental Death & Dismemberment	59.1	35.5	5.4	86.0	4.3	9.7
Business Travel Insurance	80.6	19.4	---	N/A	N/A	N/A
Personal Liability	72.0	26.9	1.1	98.9	1.1	---
Survivor Income Insurance	87.1	9.7	3.2	97.8	---	2.2

TABLE 38
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES OPERATING BUDGET $5-$9.9 MILLION
(141 Responses)

Major Medical Plans	Pre-Retirement			Post-Retirement		
Medical/Hospital Insurance	2.8%	25.5%	71.6%	69.5%	10.6%	19.9%
Dental Care Insurance	34.0	16.3	49.6	82.3	5.7	12.1
Vision Care Insurance	76.6	7.1	16.3	92.9	4.3	2.8
Prescription Drug Insurance	34.8	15.6	49.6	84.4	11.3	4.3
Other Insurance Plans						
Basic Life Insurance	13.5	74.5	12.1	95.7	2.1	2.1
Short-Term Disability	53.2	43.3	3.5	N/A	N/A	N/A
Long-Term Disability	26.2	70.2	3.5	N/A	N/A	N/A
Accidental Death & Dismemberment	36.2	57.4	6.4	80.9	5.7	13.5
Business Travel Insurance	80.1	19.1	0.7	N/A	N/A	N/A
Personal Liability	74.5	24.8	0.7	97.9	1.4	0.7
Survivor Income Insurance	90.1	8.5	1.4	97.2	1.4	1.4

TABLE 39
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES OPERATING BUDGET $10-$14.9 MILLION
(137 Responses)

	Pre-Retirement			Post-Retirement		
Major Medical Plans	% Not Providing	% Providing CEO Only	% Providing CEO & Family	% Not Providing	% Providing CEO Only	% Providing CEO & Family
Medical/Hospital Insurance	0.7%	19.0%	80.3%	69.3%	5.8%	24.8%
Dental Care Insurance	33.6	13.1	53.3	87.6	1.5	10.9
Vision Care Insurance	78.8	5.1	16.1	97.1	---	2.9
Prescription Drug Insurance	35.8	8.8	55.5	89.1	7.3	3.6
Other Insurance Plans						
Basic Life Insurance	11.7	73.0	15.3	94.9	2.9	2.2
Short-Term Disability	56.2	40.9	2.9	N/A	N/A	N/A
Long-Term Disability	19.0	77.4	3.6	N/A	N/A	N/A
Accidental Death & Dismemberment	33.6	61.3	5.1	81.8	2.9	15.3
Business Travel Insurance	78.8	19.7	1.5	N/A	N/A	N/A
Personal Liability	73.7	24.8	1.5	99.3	---	0.7
Survivor Income Insurance	93.4	6.6	---	99.3	---	0.7

TABLE 40
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES OPERATING BUDGET $15-$19.9 MILLION
(98 Responses)

Major Medical Plans	Pre-Retirement			Post-Retirement		
Medical/Hospital Insurance	5.1%	15.3%	79.6%	58.2%	10.2%	31.6%
Dental Care Insurance	37.8	7.1	55.1	80.6	3.1	16.3
Vision Care Insurance	65.3	9.2	25.5	88.8	3.1	8.2
Prescription Drug Insurance	33.7	14.3	52.0	82.7	12.2	5.1
Other Insurance Plans						
Basic Life Insurance	9.2	73.5	17.3	98.0	2.0	---
Short-Term Disability	51.0	44.9	4.1	N/A	N/A	N/A
Long-Term Disability	17.3	77.6	5.1	N/A	N/A	N/A
Accidental Death & Dismemberment	40.8	52.0	7.1	74.5	5.1	20.4
Business Travel Insurance	71.4	28.6	---	N/A	N/A	N/A
Personal Liability	81.6	18.4	---	100.0	---	---
Survivor Income Insurance	92.9	6.1	1.0	99.0	1.0	---

48

TABLE 41
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES
OPERATING BUDGET $20-$29.9 Million
(120 Responses)

	Pre-Retirement			Post-Retirement		
Major Medical Plans	**% Not Providing**	**% Providing CEO Only**	**% Providing CEO & Family**	**% Not Providing**	**% Providing CEO Only**	**% Providing CEO & Family**
Medical/Hospital Insurance	4.2%	15.0%	80.8%	53.3%	15.8%	30.8%
Dental Care Insurance	36.7	9.2	54.2	80.8	3.3	15.8
Vision Care Insurance	70.8	5.0	24.2	89.2	1.7	9.2
Prescription Drug Insurance	36.7	8.3	55.0	79.2	16.7	4.2
Other Insurance Plans						
Basic Life Insurance	10.0	73.3	16.7	92.5	6.7	0.8
Short-Term Disability	58.3	40.8	0.8	N/A	N/A	N/A
Long-Term Disability	20.8	77.5	1.7	N/A	N/A	N/A
Accidental Death & Dismemberment	40.8	53.3	5.8	70.8	7.5	21.7
Business Travel Insurance	67.5	32.5	---	N/A	N/A	N/A
Personal Liability	74.2	25.8	---	100.0	---	---
Survivor Income Insurance	94.2	5.0	0.8	99.2	---	0.8

TABLE 42
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES
OPERATING BUDGET $30-$39.9 MILLION
(79 Responses)

Major Medical Plans	Pre-Retirement			Post-Retirement		
Medical/Hospital Insurance	1.3%	11.4%	87.3%	38.0%	10.1%	51.9%
Dental Care Insurance	19.0	10.1	70.9	63.3	7.6	29.1
Vision Care Insurance	63.3	5.1	31.6	83.5	2.5	13.9
Prescription Drug Insurance	27.8	8.9	63.3	69.6	27.8	2.5
Other Insurance Plans						
Basic Life Insurance	7.6	73.4	19.0	96.2	1.3	2.5
Short-Term Disability	57.0	41.8	1.3	N/A	N/A	N/A
Long-Term Disability	17.7	81.0	1.3	N/A	N/A	N/A
Accidental Death & Dismemberment	39.2	50.6	10.1	65.8	3.8	30.4
Business Travel Insurance	70.9	29.1	---	N/A	N/A	N/A
Personal Liability	60.8	38.0	1.3	100.0	---	---
Survivor Income Insurance	88.6	7.6	3.8	98.7	1.3	---

TABLE 43
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES
OPERATING BUDGET $40-$49.9 MILLION
([illegible] Responses)

	Pre-Retirement			Post-Retirement		
Major Medical Plans	% Not Providing	% Providing CEO Only	% Providing CEO & Family	% Not Providing	% Providing CEO Only	% Providing CEO & Family
Medical/Hospital Insurance	3.3%	6.7%	90.0%	61.7%	6.7%	31.7%
Dental Care Insurance	31.7	5.0	63.3	81.7	5.0	13.3
Vision Care Insurance	66.7	3.3	30.0	95.0	1.7	3.3
Prescription Drug Insurance	20.0	6.7	73.3	80.0	13.3	6.7
Other Insurance Plans						
Basic Life Insurance	8.3	75.0	16.7	91.7	6.7	1.7
Short-Term Disability	36.7	61.7	1.7	N/A	N/A	N/A
Long-Term Disability	11.7	86.7	1.7	N/A	N/A	N/A
Accidental Death & Dismemberment	33.3	58.3	8.3	70.0	6.7	23.3
Business Travel Insurance	58.3	40.0	1.7	N/A	N/A	N/A
Personal Liability	71.7	28.3	---	100.0	---	---
Survivor Income Insurance	86.7	11.7	1.7	98.3	1.7	---

TABLE 44
GROUP BENEFITS OFFERED TO CHIEF EXECUTIVES
OPERATING BUDGET $50-$99.9 MILLION
(124 Responses)

Major Medical Plans	Pre-Retirement			Post-Retirement		
Medical/Hospital Insurance	0.8%	10.5%	88.7%	41.9%	8.9%	49.2%
Dental Care Insurance	15.3	11.3	73.4	71.0	4.0	25.0
Vision Care Insurance	57.3	5.6	37.1	83.9	1.6	14.5
Prescription Drug Insurance	22.6	7.3	70.2	67.7	25.8	6.5
Other Insurance Plans						
Basic Life Insurance	7.3	68.5	24.2	92.7	6.5	0.8
Short-Term Disability	54.0	43.5	2.4	N/A	N/A	N/A
Long-Term Disability	15.3	82.3	2.4	N/A	N/A	N/A
Accidental Death & Dismemberment	30.6	54.8	14.5	58.1	4.8	37.1
Business Travel Insurance	62.9	37.1	---	N/A	N/A	N/A
Personal Liability	70.2	29.8	---	99.2	0.8	---
Survivor Income Insurance	95.2	4.8	---	99.2	0.8	---

[illegible]

	Pre-Retirement			Post-Retirement		
Major Medical Plans	**% Not Providing**	**% Providing CEO Only**	**% Providing CEO & Family**	**% Not Providing**	**% Providing CEO Only**	**% Providing CEO & Family**
Medical/Hospital Insurance	2.6%	12.6%	84.8%	37.1%	14.6%	48.3%
Dental Care Insurance	18.5	10.6	70.9	64.2	7.3	28.5
Vision Care Insurance	56.3	6.6	37.1	88.1	2.6	9.3
Prescription Drug Insurance	33.1	9.9	57.0	68.2	25.8	6.0
Other Insurance Plans						
Basic Life Insurance	12.6	68.9	18.5	86.1	11.9	2.0
Short-Term Disability	50.3	46.4	3.3	N/A	N/A	N/A
Long-Term Disability	17.2	78.1	4.6	N/A	N/A	N/A
Accidental Death & Dismemberment	35.1	50.3	14.6	65.6	6.6	27.8
Business Travel Insurance	66.9	30.5	2.6	N/A	N/A	N/A
Personal Liability	74.8	23.2	2.0	98.0	2.0	---
Survivor Income Insurance	85.4	12.6	2.0	94.7	4.0	1.3

TABLE [illegible]
PERCENT OF PREMIUM PAID BY INSTITUTIONS
ALL INSTITUTIONS

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	912	0.5%	5.5%	10.6%	83.2%	277	1.4%	10.8%	11.5%	76.1%
CEO's Family	650	1.8	12.9	20.3	64.9	183	0.5	19.6	19.6	60.1
Dental Care Insurance										
CEO	557	0.8	7.0	7.8	84.2	108	1.8	12.0	9.2	76.8
CEO's Family	388	2.0	17.2	13.4	67.2	81	4.9	16.0	17.2	61.7
Vision Care Insurance										
CEO	245	1.2	1.6	7.3	89.7	42	---	11.9	9.5	78.5
CEO's Family	176	2.2	6.8	7.9	82.9	34	2.9	17.6	14.7	64.7
Prescription Drug Insurance										
CEO	588	0.3	3.4	10.2	86.0	122	0.8	8.1	2.4	88.5
CEO's Family	429	1.8	10.0	19.5	68.5	13	---	30.7	---	69.2
Other Insurance Plans										
Basic Life Insurance										
CEO	797	1.3	5.1	2.7	90.7	27	---	---	3.7	96.2
CEO's Family	59	3.3	18.6	1.6	76.2	5	---	---	---	100.0
Short-Term Disability										
CEO	371	0.2	3.2	0.5	95.9	N/A	N/A	N/A	N/A	N/A
CEO's Family	10	---	10.0	---	90.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	639	1.0	5.1	2.1	91.5	N/A	N/A	N/A	N/A	N/A
CEO's Family	18	---	11.1	---	88.8	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	480	0.6	4.5	1.4	93.3	160	0.6	8.7	15.6	75.0
CEO's Family	22	---	9.0	---	90.9	118	0.8	14.4	27.1	57.6
Business Travel Insurance										
CEO	255	0.3	---	---	99.6	N/A	N/A	N/A	N/A	N/A
CEO's Family	6	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	246	---	---	---	100.0	5	---	---	---	100.0
CEO's Family	5	---	---	---	100.0	2	---	---	---	100.0
Survivor Income Insurance										
CEO	61	1.6	9.8	---	88.5	8	---	---	---	100.0
CEO's Family	10	---	20.0	---	80.0	3	---	---	---	100.0

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TABLE 47
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET UNDER $5 MILLION

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	87	---	8.0%	5.7%	86.2%	12	---	16.6%	---	83.3%
CEO's Family	59	---	11.8	8.4	79.6	8	---	50.0	---	50.0
Dental Care Insurance										
CEO	41	---	2.4	2.4	95.1	1	---	100.0	---	---
CEO's Family	26	---	7.6	7.6	84.6	1	---	100.0	---	---
Vision Care Insurance										
CEO	12	---	---	8.3	91.6	1	---	---	---	100.0
CEO's Family	8	---	---	12.5	87.5	0	---	---	---	---
Prescription Drug Insurance										
CEO	48	---	4.1	2.0	93.7	3	---	---	---	100.0
CEO's Family	32	---	9.3	9.3	81.2	0	---	---	---	---
Other Insurance Plans										
Basic Life Insurance										
CEO	69	---	2.8	---	97.1	2	---	---	---	100.0
CEO's Family	7	---	14.2	---	85.7	0	---	---	---	---
Short-Term Disability										
CEO	31	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	56	---	1.7	---	98.2	N/A	N/A	N/A	N/A	N/A
CEO's Family	4	---	25.0	---	75.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	31	---	---	---	100.0	7	---	14.2	---	85.7
CEO's Family	2	---	---	---	100.0	5	---	40.0	---	60.0
Business Travel Insurance										
CEO	15	6.6	---	---	93.3	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	22	---	---	---	100.0	1	---	---	---	100.0
CEO's Family	0	---	---	---	---	0	---	---	---	---
Survivor Income Insurance										
CEO	9	---	11.1	---	88.8	0	---	---	---	---
CEO's Family	2	---	50.0	---	50.0	0	---	---	---	---

TABLE [illegible]
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $5-$9.9 MILLION

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	131	0.7%	6.1%	8.3	84.7%	27	3.7	14.8%	11.1%	70.3%
CEO's Family*	76	2.6	18.4	15.7	63.1	12	---	16.6	25.0	58.3
Dental Care Insurance										
CEO	76	1.3	3.9	3.9	90.7	14	---	21.4	7.1	71.4
CEO's Family	38	2.6	18.4	5.2	73.6	7	---	14.2	14.2	71.4
Vision Care Insurance										
CEO	27	---	---	7.4	92.5	4	---	25.0	---	75.0
CEO's Family	16	6.2	---	6.2	87.5	2	---	---	---	100.0
Prescription Drug Insurance										
CEO	84	---	5.9	8.3	85.7	10	---	---	10.0	90.0
CEO's Family	51	3.9	13.7	13.7	68.6	2	---	---	---	100.0
Other Insurance Plans										
Basic Life Insurance										
CEO	108	0.9	1.8	1.8	95.3	2	---	---	---	100.0
CEO's Family	8	---	---	---	100.0	1	---	---	---	100.0
Short-Term Disability										
CEO	55	1.8	1.8	---	96.3	N/A	N/A	N/A	N/A	N/A
CEO's Family	2	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	86	2.3	4.6	3.4	89.5	N/A	N/A	N/A	N/A	N/A
CEO's Family	3	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	72	2.7	1.3	---	95.8	16	---	6.2	6.2	87.5
CEO's Family	3	---	---	---	100.0	10	---	---	20.0	80.0
Business Travel Insurance										
CEO	23	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	31	---	---	---	100.0	1	---	---	---	100.0
CEO's Family	1	---	---	---	100.0	1	---	---	---	100.0
Survivor Income Insurance										
CEO	9	---	---	---	100.0	2	---	---		100.0
CEO's Family	2	---	---	---	100.0	1	---	---	---	100.0

TABLE [illegible]
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $10-$14.9 MILLION

Major Medical Plans	Pre-Retirement % of Institutions Responding # Inst.	Under 25%	26% - 50%	51% - 75%	76% - 100%	Post-Retirement % of Institutions Responding # Inst.	Under 25%	26% - 50%	51% - 75%	76% - 100%
Medical/Hospital Insurance										
CEO	126	0.7%	10.3%	7.9%	80.9%	23	---	13.0%	4.3%	82.6%
CEO's Family	91	2.1	16.4	12.0	69.2	18	---	33.3	5.5	61.1
Dental Care Insurance										
CEO	69	---	11.5	8.6	79.7	10	---	10.0	---	90.0
CEO's Family	47	---	19.1	12.7	68.0	9	---	33.3	---	66.6
Vision Care Insurance										
CEO	23	---	13.0	8.6	78.2	2	---	---	---	100.0
CEO's Family	16	---	6.2	6.2	87.5	3	---	33.3	---	66.6
Prescription Drug Insurance										
CEO	81	---	7.4	4.9	87.6	8	---	---	12.5	87.5
CEO's Family	59	---	18.6	10.1	71.1	3	---	---	---	100.0
Other Insurance Plans										
Basic Life Insurance										
CEO	108	---	6.4	1.8	91.6	4	---	---	25.0	75.0
CEO's Family	12	---	8.3	---	91.6	3	---	---	---	100.0
Short-Term Disability										
CEO	51	---	3.9	---	96.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	3	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	95	---	6.3	2.1	91.5	N/A	N/A	N/A	N/A	N/A
CEO's Family	3	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	81	---	8.6	2.4	88.8	13	---	7.6	15.3	76.9
CEO's Family	6	---	16.6	---	83.3	12	---	16.6	16.6	66.6
Business Travel Insurance										
CEO	26	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	33	---	---	---	100.0	0	---	---	---	---
CEO's Family	2	---	---	---	100.0	1	---	---	---	100.0
Survivor Income Insurance										
CEO	8	---	12.5	---	87.5	0	---	---	---	---
CEO's Family	0	---	---	---	---	1	---	---	---	100.0

TABLE 30
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $10-$19.9 MILLION

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	90	---	4.4%	11.1%	84.4%	19	---	15.7%	15.7%	68.4%
CEO's Family	56	3.5%	12.5	16.0	67.8	12	---	16.6	41.6	41.6
Dental Care Insurance										
CEO	52	1.9	11.5	3.8	82.6	5	20.0	20.0	---	60.0
CEO's Family	37	5.4	13.5	5.4	75.6	4	25.0	25.0	---	50.0
Vision Care Insurance										
CEO	29	---	3.4	6.8	89.6	4	---	---	---	100.0
CEO's Family	16	---	---	6.2	93.7	3	---	---	33.3	66.6
Prescription Drug Insurance										
CEO	57	---	1.7	10.5	87.7	8	---	---	---	100.0
CEO's Family	36	2.7	2.7	16.6	77.7	0	---	---	---	---
Other Insurance Plans										
Basic Life Insurance										
CEO	80	1.2	3.7	1.2	93.7	0	---	---	---	---
CEO's Family	8	25.0	12.5	---	62.5	0	---	---	---	---
Short-Term Disability										
CEO	40	---	2.5	2.5	95.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	67	1.4	1.4	2.9	94.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	2	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	47	---	4.2	---	95.7	10	---	20.0	10.0	70.0
CEO's Family	1	---	---	---	100.0	6	---	16.6	16.6	66.6
Business Travel Insurance										
CEO	26	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	17	---	---	---	100.0	0	---	---	---	---
CEO's Family	0	---	---	---	---	0	---	---	---	---
Survivor Income Insurance										
CEO	4	---	---	---	100.0	0	---	---	---	---
CEO's Family	1	---	---	---	100.0	0	---	---	---	---

TABLE 51
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $20-$29.9 MILLION

Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
	Pre-Retirement % of Institutions Responding					**Post-Retirement % of Institutions Responding**				
Medical/Hospital Insurance										
CEO	111	0.9%	3.6%	19.8%	75.6%	42	---	9.5%	21.4%	69.0%
CEO's Family	82	2.4	14.6	26.8	56.0	21	4.7%	23.8	28.5	42.8
Dental Care Insurance										
CEO	62	---	9.6	11.2	79.0	13	7.6	15.3	23.0	53.8
CEO's Family	44	---	25.0	15.9	59.0	10	10.0	20.0	40.0	30.0
Vision Care Insurance										
CEO	27	---	---	7.4	92.5	7	---	28.5	14.2	57.1
CEO's Family	22	---	18.1	4.5	77.2	4	---	75.0	---	25.0
Prescription Drug Insurance										
CEO	61	---	---	18.0	81.9	19	---	5.2	5.2	89.4
CEO's Family	49	---	12.2	28.5	59.1	0	---	---	---	---
Other Insurance Plans										
Basic Life Insurance										
CEO	101	2.9	3.9	2.9	90.0	6	---	---	---	100.0
CEO's Family	5	---	20.0	---	80.0	0	---	---	---	---
Short-Term Disability										
CEO	41	---	4.8	2.4	92.6	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	81	1.2	3.7	2.4	92.5	N/A	N/A	N/A	N/A	N/A
CEO's Family	2	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	57	---	1.7	1.7	96.4	23	---	13.0	26.0	60.8
CEO's Family	2	---	---	---	100.0	14	---	28.5	42.8	28.5
Business Travel Insurance										
CEO	34	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	28	---	---	---	100.0	0	---	---	---	---
CEO's Family	0	---	---	---	---	0	---	---	---	---
Survivor Income Insurance										
CEO	2	---	---	---	100.0	0	---	---	---	---
CEO's Family	1	---	---	---	100.0	1	---	---	---	100.0

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TABLE 52
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $30-$39.9 MILLION

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	70	---	5.7%	8.5%	85.7%	31	---	9.6%	9.6%	80.6%
CEO's Family	54	1.8%	16.6	18.5	62.9	23	---	17.3	21.7	60.8
Dental Care Insurance										
CEO	48	---	6.2	8.3	85.4	16	---	18.7	12.5	68.7
CEO's Family	41	2.4	17.0	17.0	63.4	12	8.3	25.0	8.3	58.3
Vision Care Insurance										
CEO	25	---	---	20.0	80.0	7	---	14.2	28.5	57.1
CEO's Family	20	5.0	15.0	15.0	65.0	5	20.0	20.0	20.0	40.0
Prescription Drug Insurance										
CEO	48	---	4.1	14.5	81.2	14	---	21.4	---	78.5
CEO's Family	39	5.1	12.8	17.9	64.1	1	---	100.0	---	---
Other Insurance Plans										
Basic Life Insurance										
CEO	63	---	6.3	4.7	88.8	1	---	---	---	100.0
CEO's Family	4	---	50.0	25.0	25.0	1	---	---	---	100.0
Short-Term Disability										
CEO	26	---	3.8	---	96.1	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	100.0	---	---	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	47	---	10.6	---	89.3	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	100.0	---	---	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	32	---	9.3	---	90.6	18	---	5.5	16.6	77.7
CEO's Family	2	---	50.0	---	50.0	15	6.6	13.3	20.0	60.0
Business Travel Insurance										
CEO	20	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	27	---	---	---	100.0	0	---	---	---	---
CEO's Family	0	---	---	---	---	0	---	---	---	---
Survivor Income Insurance										
CEO	8	---	25.0	---	75.0	0	---	---	---	---
CEO's Family	3	---	33.3	---	66.6	0	---	---	---	---

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TABLE 33
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $40-$49.9 MILLION

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	53	1.8%	5.6%	9.4%	83.0%	15	---	13.3%	13.3%	73.3%
CEO's Family	41	---	12.1	24.3	63.4	12	---	16.6	16.6	66.6
Dental Care Insurance										
CEO	35	5.7	2.8	2.8	88.5	6	---	16.6	---	83.3
CEO's Family	24	---	16.6	12.5	70.8	2	---	---	---	100.0
Vision Care Insurance										
CEO	17	5.8	---	---	94.1	2	---	---	---	100.0
CEO's Family	13	---	7.6	7.6	84.6	1	---	---	---	100.0
Prescription Drug Insurance										
CEO	42	2.3	7.1	9.5	80.9	8	---	25.0	---	75.0
CEO's Family	34	---	14.7	23.5	61.7	2	---	100.0	---	---
Other Insurance Plans										
Basic Life Insurance										
CEO	46	2.1	6.5	4.3	86.9	2	---	---	---	100.0
CEO's Family	1	---	100.0	---	---	0	---	---	---	---
Short-Term Disability										
CEO	28	---	3.5	---	96.4	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	40	2.5	5.0	2.5	90.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	31	---	6.4	3.2	90.3	12	---	16.6	16.6	66.6
CEO's Family	0	---	---	---	---	9	---	11.1	33.3	55.5
Business Travel Insurance										
CEO	23	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	17	---	---	---	100.0	0	---	---	---	---
CEO's Family	0	---	---	---	---	0	---	---	---	---
Survivor Income Insurance										
CEO	5	---	---	---	100.0	1	---	---	---	100.0
CEO's Family	1	---	---	---	100.0	0	---	---	---	---

TABLE 54
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $50-$99.9 MILLION

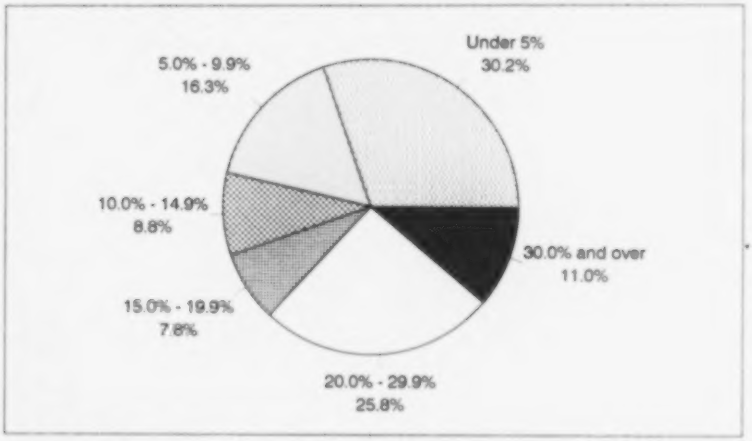
	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	108	0.9%	4.6%	10.1%	84.2%	49	2.0%	12.2%	10.2%	75.5%
CEO's Family	87	2.2	11.4	21.8	64.3	36	---	22.2	16.6	61.1
Dental Care Insurance										
CEO	77	1.2	9.0	11.6	77.9	15	---	6.6	13.3	80.0
CEO's Family	62	3.2	24.1	12.9	59.6	12	---	16.6	25.0	58.3
Vision Care Insurance										
CEO	38	2.6	---	5.2	92.1	8	---	12.5	12.5	75.0
CEO's Family	28	3.5	10.7	10.7	75.0	8	---	12.5	25.0	62.5
Prescription Drug Insurance										
CEO	83	---	1.2	12.0	86.7	24	---	12.5	---	87.5
CEO's Family	65	3.0	6.1	23.0	67.6	2	---	50.0	---	50.0
Other Insurance Plans										
Basic Life Insurance										
CEO	103	0.9	9.7	3.8	85.4	4	---	---	---	100.0
CEO's Family	8	---	37.5	---	62.5	0	---	---	---	---
Short-Term Disability										
CEO	48	---	6.2	---	93.7	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	84	1.1	8.3	3.5	86.9	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	65	1.5	6.1	1.5	90.7	33	---	9.0	15.1	75.7
CEO's Family	3	---	---	---	100.0	25	---	16.0	32.0	52.0
Business Travel Insurance										
CEO	43.0	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	0	---	---	---	---	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	36	---	---	---	100.0	1	---	---	---	100.0
CEO's Family	0	---	---	---	---	0	---	---	---	---
Survivor Income Insurance										
CEO	4	25.0	---	---	75.0	0	---	---	---	---
CEO's Family	0	---	---	---	---	0	---	---	---	---

TABLE 55
PERCENT OF PREMIUMS PAID BY INSTITUTIONS
OPERATING BUDGET $100 MILLION AND OVER

	Pre-Retirement % of Institutions Responding					Post-Retirement % of Institutions Responding				
Major Medical Plans	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**	**# Inst.**	**Under 25%**	**26% - 50%**	**51% - 75%**	**76% - 100%**
Medical/Hospital Insurance										
CEO	131	---	2.2%	11.4%	86.2%	59	3.3%	5.0%	10.1%	81.3%
CEO's Family	102	0.9%	4.9	32.3	61.7	41	---	7.3	19.5	73.1
Dental Care Insurance										
CEO	93	---	4.3	9.6	86.0	28	---	---	7.1	92.8
CEO's Family	67	2.9	10.4	20.8	65.6	24	4.1	---	20.8	75.0
Vision Care Insurance										
CEO	45	2.2	---	2.2	95.5	7	---	---	---	100.0
CEO's Family	36	2.7	---	2.7	94.4	8	---	---	12.5	87.5
Prescription Drug Insurance										
CEO	82	1.2	---	10.9	87.8	28	3.5	3.5	---	92.8
CEO's Family	63	1.5	1.5	26.9	69.8	3	---	---	---	100.0
Other Insurance Plans										
Basic Life Insurance										
CEO	114	3.5	5.2	3.5	87.7	6	---	---	---	100.0
CEO's Family	6	---	16.6	---	83.3	0	---	---	---	---
Short-Term Disability										
CEO	49	---	2.0	---	97.9	N/A	N/A	N/A	N/A	N/A
CEO's Family	1	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Long-Term Disability										
CEO	78	1.2	5.1	---	93.5	N/A	N/A	N/A	N/A	N/A
CEO's Family	2	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Accidental Death & Dismemberment										
CEO	60	---	3.3	1.6	95.0	28	3.5	---	17.8	78.5
CEO's Family	3	---	---	---	100.0	22	---	4.5	31.8	63.6
Business Travel Insurance										
CEO	44	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
CEO's Family	3	---	---	---	100.0	N/A	N/A	N/A	N/A	N/A
Personal Liability										
CEO	34	---	---	---	100.0	2	---	---	---	100.0
CEO's Family	2	---	---	---	100.0	0	---	---	---	---
Survivor Income Insurance										
CEO	12	---	16.6	---	83.3	5	---	---	---	100.0
CEO's Family	0	---	---	---	---	0	---	---	---	---

Typical group benefits in private industry are approximately 20 to 30 percent of base salary. Close to 26 percent of the responding institutions that provided cost data have benefit programs that cost between 20 to 30 percent of base salary.

TABLE 56
AVERAGE COST OF BENEFITS EXPRESSED AS A PERCENT OF SALARY



On average, the overall cost of the group benefits below is approximately 14 percent of the chief executive's base salary. This is based upon the responses of 716 institutions.

	Cost of Benefits (As % of Salary)
25th Percentile	4.0%
Median	10.0%
75th Percentile	23.0%
Average	14.3%
Number of Responses	716

The table below gives a brief overview of cost of benefits broken down by operating budget of institution.

TABLE 57
COST OF BENEFITS (As a Percent of Salary)
BY OPERATING BUDGET

Operating Budget	Number of Responses	Average Cost of Benefits
Under $5 Million	69	14.5%
$5 - $9.9 Million	92	12.7%
$10 - $14.9 Million	113	14.2%
$15 - $19.9 Million	70	15.1%
$20 - $29.9 Million	87	14.3%
$30 - $39.9 Million	53	14.5%
$40 - $49.9 Million	41	14.8%
$50 - $99.9 Million	93	15.2%
$100 Million and Over	97	13.8%
TOTAL	**715**	

TABLE 58
BENEFITS EXCLUSIVE TO CHIEF EXECUTIVE

Major Medical Plans	**Number of Responses**	**Percent of Respondents**
Medical/Hospital Insurance	4	0.3%
Dental Care Insurance	4	0.3%
Prescription Drug Insurance	3	0.2%
Other Insurance Plans		
Basic Life Insurance	17	1.6%
Basic Short-Term Disability	4	0.3%
Basic Long-Term Disability	12	1.1%
Accidental Death & Dismemberment	4	0.3%
Personal Liability	14	1.3%
Business Travel Insurance	21	2.0%
Survivor Income Insurance	12	1.1%
Other	46	4.5%

TOTAL RETIREMENT BENEFITS

TABLE 59
RETIREMENT BENEFITS FOR CHIEF EXECUTIVE

Institution Provides Retirement Benefits to Chief Executive	**Number of Responses**	**Percent of Respondents**
Yes	758	89.2%
No	92	10.8%
TOTAL	**850**	**100.0%**

As part of this study, the relationship between institution and chief executive contributions to the retirement program was analyzed. Most institutions contribute between 5 and 15 percent of the chief executive's salary and most chief executives contribute an amount equivalent to 6 to 10 percent of their salary toward their own retirement program. The table below shows that the institution contributes 11.0 percent of base salary, on average, and the chief executive contributes 3.8 percent of base salary, on average, toward the retirement fund. Table 60 indicates the number of institutions and chief executives contributing to the retirement program and shows the average contributions from both sources to the retirement program as reported by 715 institutions.

TABLE 60
CONTRIBUTIONS TO CHIEF EXECUTIVE RETIREMENT PROGRAM

Percent of Chief Executive Salary	Number of Institutions Contributing	Average Institution Contribution	Number of CEO's Required to Contribute	Average Chief Executive Contribution
None	13	0.0%	222	0.0%
Less Than 5.0%	30	3.0%	115	2.8%
5.0 - 9.9%	363	7.1%	348	6.0%
10.0 - 14.9%	226	11.2%	17	10.5%
15.0 - 19.9%	50	16.1%	---	---
20.0% & Over	33	56.9%	3	40.0%
TOTAL	**715**		**705**	
OVERALL AVERAGE		**11.0%**		**3.8%**

TABLE 61
RETIREMENT PROGRAM INVESTMENT ALTERNATIVES

Program Provides Investment Alternatives	Number of Responses	Percent of Respondents
Yes	436	59.6%
No	295	40.4%
TOTAL	**731**	**100.0%**

In 78 cases, college and university chief executives are offered additional or supplemental retirement benefits in the form of tax sheltered annuities. Compared to the overall survey sample of 731 institutions which reported information on this section, relatively few institutions provide this benefit over and above the TIAA-supplement retirement act. The table below indicates that the institutions which offer such programs contribute an average of 12.3 percent of base salary.

TABLE 62
CONTRIBUTION TO TAX SHELTERED ANNUITY
(Other than TIAA)

Percent of Chief Executive Salary	Number of Institutions Contributing	Average Institution Contribution (% of Salary)	Number of Chief Executives Contributing	Average Chief Executive Contribution (% of Salary)
None	48	---	8	---
Less Than 5.0%	5	2.1%	4	2.0%
5.0 - 9.9%	9	6.2%	18	6.6%
10.0 - 14.9%	10	10.6%	3	10.3%
15.0 - 19.9%	3	15.9%	3	17.2%
20.% & Over	3	50.0%	4	27.5%
TOTAL	**78**		**40**	
OVERALL AVERAGE		**12.3%**		**10.0%**

One hundred eighty-six institutions make contributions to the TIAA-SRA for chief executives. On average, the institution's contribution is 8.5 percent of the chief executive's annual salary.

TABLE 63
CONTRIBUTION TO TIAA/SRA

Percent of Chief Executive Salary	Number of Institutions Contributing	Average Institution Contribution (% of Salary)	Number of Chief Executives Contributing	Average Chief Executive Contribution (% of Salary)
None	102	---	24	---
Less Than 5.0%	8	3.6%	31	3.1%
5.0 - 9.9%	47	6.1%	73	6.1%
10.0 - 14.9%	22	10.9%	14	10.4%
15.0 - 19.9%	4	15.7%	2	16.4%
20.0% & Over	3	31.3%	4	38.0%
TOTAL	**186**		**148**	
OVERALL AVERAGE		**8.5%**		**7.0%**

Other deferred compensation plans were found in only 69 of the surveyed institutions. The institutions' contributions to these plans averaged 14.0 percent of salary.

TABLE 64
CONTRIBUTION TO OTHER DEFERRED COMPENSATION PLAN

Percent of Chief Executive Salary	Number of Institutions Contributing	Average Institution Contribution (% of Salary)	Number of Chief Executives Contributing	Average Chief Executive Contribution (% of Salary)
None	24	---	19	---
Less Than 5.0%	5	2.5%	3	2.7%
5.0 - 9.9%	16	6.5%	10	6.7%
10.0 - 14.9%	14	11.6%	5	11.8%
15.0 - 19.9%	4	16.2%	1	17.8%
20.0% & Over	6	47.8%	2	37.5%
TOTAL	**69**		**40**	
OVERALL AVERAGE		**14.0%**		**10.8%**

Three hundred institutions provided consolidated pension amounts which account for all sources of retirement plans for their chief executives. The chief executives of these institutions can expect to receive approximately 60 percent of their annual salary upon retirement of pre-retirement compensation from all of their pension sources.

TABLE 65
RETIREMENT INCOME AS A PERCENT OF PRE-RETIREMENT BASE SALARY
(Including all Sources Except Voluntary Contributions by Chief Executive)

Retirement Income as a % of Current Base Salary	Number of Responses	% of Salary	Percent of Respondents
Under 20.0%	16	8.4%	5.3%
20.0 - 29.9%	7	22.5%	2.3%
30.0 - 39.9%	13	32.2%	4.3%
40.0 - 49.9%	29	41.8%	9.6%
50.0 - 59.9%	59	51.1%	19.6%
60.0 - 69.9%	62	62.1%	20.6%
70.0% and Over	114	79.4%	38.0%
TOTAL	**300**		
OVERALL AVERAGE		**59.5%**	

PERQUISITES FOR CHIEF EXECUTIVES

GENERAL PERQUISITES

Survey participants were asked to provide information on the prevalence of specific types of perquisites offered to their chief executives. The most prevalent perquisites offered to college and university chief executives are automobiles, supplemental life insurance, and housing expenses, as shown in the table below:

TABLE 66
PERQUISITES PROVIDED TO CHIEF EXECUTIVES

Perquisite	**Number of Responses**	**Number of Institutions Providing**	**Percent of Respondents**
Reimbursement of Excess Medical/ Dental Expenses	718	60	7.7%
Supplemental Life Insurance	730	350	47.0%
Supplemental Long-Term Disability	699	189	26.0%
Supplemental Business Travel Insurance	655	84	12.1%
Housing Expenses	752	511	67.9%
Automobile	804	684	84.9%
Annual Physical	695	218	31.1%
Financial/Legal Counseling	653	83	12.5%
Interest Free Loans	634	24	3.6%
Country Club Membership	675	204	29.5%
Luncheon Club Membership	684	257	37.2%
Athletic Club Membership	625	64	9.6%

TABLE 67
PERQUISITES PROVIDED TO CHIEF EXECUTIVES
Chief Executives vs. Other Employee Groups

Perquisite	Number of Responses	CEO	Senior Staff	All Other Exempt	Percent of Institutions Not Providing
Reimbursement of Excess Medical/Dental Expenses	60	7.7%	5.5%	6.0%	91.6%
Supplemental Life Insurance	350	47.0%	38.5%	37.6%	52.0%
Supplemental Long-Term Disability	189	26.0%	22.6%	21.6%	72.9%
Supplemental Business Travel Insurance	84	12.1%	8.6%	6.6%	87.1%
Housing Expenses	511	67.9%	12.6%	3.9%	32.0%
Automobile	684	84.9%	63.1%	20.0%	14.9%
Annual Physical	218	31.1%	14.8%	9.4%	68.6%
Financial/Legal Counseling	83	12.5%	5.6%	5.3%	87.2%
Interest Free Loans	24	3.6%	2.4%	2.0%	96.2%
Country Club Membership	204	29.5%	8.8%	0.2%	69.7%
Luncheon Club Membership	257	37.2%	16.9%	1.8%	62.4%
Athletic Club Membership	64	9.6%	4.2%	2.2%	89.7%

SUPPLEMENTAL PROGRAMS

The following table details the level of benefits provided to the chief executive through supplemental or excess benefit plans. The table identifies the number of institutions indicating the benefit is provided but which did not identify the level of benefit.

TABLE 68
SUPPLEMENTAL BENEFITS PROVIDED TO THE CHIEF EXECUTIVE

	Amount of Supplemental Life	Annual Cost of Supplemental Life	Annual $ Value of Excess Medical/ Dental	% of Pay Covered under LTD	Maximum LTD Benefit	Amount of Supplemental Business Travel Insurance
25th Percentile	$50,000	$338	$1,375	60.0%	$45,650	$100,000
Median	125,000	1,000	2,188	60.0	60,000	161,700
75th Percentile	300,000	2,364	4,250	69.4	75,408	500,000
Average	252,324	1,751	2,739	63.9	62,105	333,015
Number of Responses	163	143	14	52	52	26
No response*	18	38	41	128	128	13
Total Responses	**181**	**181**	**55**	**180**	**180**	**39**

*Those institutions who provide benefits but did not provide an amount.

CHIEF EXECUTIVE HOUSING EXPENSES

In response to specific questions regarding housing policies, 828 institutions provided information. Four hundred twelve (49.8%) provide their chief executive with a residence. Of those institutions providing residence, nearly 87 percent require the chief executive to occupy the facility. Four hundred sixteen (50.2%) of the responses do not provide a residence.

TABLE 69
RESIDENCE PROVIDED FOR CHIEF EXECUTIVE

Is Residence Provided to CEO	Number of Responses	Percent of Respondents
Yes	412	49.8%
No	416	50.2%

The table below details the housing services available if an institution-owned residence is provided as reported by 412 of the institutions that provide residence.

TABLE 70
SERVICES AVAILABLE IF INSTITUTION-OWNED RESIDENCE PROVIDED

	Number of Responses	**Percent of Respondents**
Maintenance Provided	403	97.8%
Allowance for Remodeling	286	69.4%
Household Staff	321	77.9%
Utilities Paid	392	95.1%

Data were analyzed by institution type to determine if there is a greater prevalence of institution-owned housing by type of institution. When compared to the total number of institutions of any specific type, it was determined that the majority of research, other doctoral granting, comprehensive universities, and baccalaureate colleges offer an institution-owned residence.

TABLE 71
SERVICES AVAILABLE IF INSTITUTION-OWNED RESIDENCE PROVIDED BY INSTITUTION TYPE

	Research University	**Other Doctoral Granting University**	**Comprehensive University**	**Baccalaureate College**	**Specialized Institution**	**Two-Year College**	**Administrative Office of a System**
Total Number of Institutions by Classification	35	78	222	279	89	250	58
Residence Provided by Institution	21	40	119	165	29	28	9
% of Institutions Providing Residence	60%	51%	54%	59%	33%	11%	16%
Services Provided							
Maintenance Provided	100%	95%	98%	99%	93%	96%	100%
Allowance for Remodeling	81%	63%	71%	72%	66%	54%	78%
Household Staff	100%	83%	84%	77%	55%	50%	100%
Utilities Paid	95%	90%	94%	98%	90%	93%	100%

TABLE 72
PORTION OF TIME RESIDENCE IS ALLOCATED TO OTHER THAN PERSONAL USE FOR INSTITUTIONS PROVIDING RESIDENCE

Portion of Time Allocated	Number of Responses	Percent of Respondents
Less than 1/2 day	103	25.0%
1/2 < 1 day	76	18.4%
1 < 2 days	72	17.4%
2 < 3 days	41	9.9%
More than 3 days	40	9.7%
No Response	80	19.4%
TOTAL	**412**	**100.0%**

TABLE 73
OCCUPANCY REQUIRED FOR CHIEF EXECUTIVE

Occupancy Required	Number of Responses	Percent of Respondents
Yes	357	86.7%
No	40	9.7%
No Response	15	3.6%
TOTAL	**412**	**100.0%**

Institutions generally provide alternative forms of housing assistance if an institution-owned facility is not available to the chief executive. Of the 416 institutions which do not provide a residence, 133 institutions provided information on other types of housing assistance as detailed in the following table.

TABLE 74
HOUSING ASSISTANCE

Type of Housing Assistance	Number of Responses*	Percent of Respondents
Allowance Toward Home Purchase	78	58.6%
Subsidy to Reduce Mortgage Interest Cost	36	27.0%
Rent Paid in Full	7	5.2%
Allowance Toward Rent Provided	23	17.2%
Property Taxes Paid in Full	3	2.2%
Allowance Toward Property Taxes Provided	13	9.7%
No Housing Assistance Provided	201	---

*Some institutions provide more than one additional form of housing assistance.

Two hundred twenty-eight institutions provided information on additional housing assistance. The dollar value of all housing provisions averaged $26,234 per year as reported by 40.6 percent of the institutions responding.

TAB[illegible]75
VALUE OF HOUSING ASSISTANCE PER YEAR

	Dollar Value of All Housing Provisions
25th Percentile	$10,000
Median	$15,000
75th Percentile	$25,000
Average	$26,234
No Value Given	334
TOTAL	**228**

CHIEF EXECUTIVE AUTOMOBILE POLICIES

Over 87 percent of responding institutions provide their chief executives with an automobile allowance. This allowance can take the form of operating expenses or it may provide the chief executive with an automobile for personal as well as professional use.

TABLE 76
AUTOMOBILE/AUTOMOBILE ALLOWANCE PROVIDED TO CHIEF EXECUTIVE

Allowance Provided	Number of Responses	Percent of Respondents
Yes	738	87.5%
No	105	12.5%
TOTAL	**843**	**100.0%**

TABLE 77
AUTOMOBILE POLICY

Type Automobile Policy	Number of Responses*	Percent of Respondents
Car Provided for Personal Use	517	70.1%
Pool Car Assigned to Chief Executive	120	16.3%
Unassigned Pool Car Available as Needed	34	4.6%
Operating Expense Provided (Fuel and Maintenance)	489	66.3%
Allowance Toward Operating Expenses Provided	121	16.4%
Driver Provided as Needed	86	11.7%
Other	39	5.3%

*Some institutions provide more than one type of allowance.

Data were analyzed by type of institution to determine the relative prevalence of automobile policies. The table below indicates that the majority of research universities, other doctoral granting universities, comprehensive universities, and baccalaureate colleges provide an automobile for their chief executive's personal use.

TABLE 78
AUTOMOBILE POLICY BY INSTITUTION TYPE

	Research University	Other Doctoral Granting University	Comprehensive University	Baccalaureate College	Specialized Institution	Two-Year College	Administrative Office of a System
Number of Institutions by Classification	35	78	222	279	89	250	58
Number of Institutions with Automobile Policy	26	57	172	225	50	157	36
% of Institutions with Automobile Policy	74%	73%	77%	81%	56%	63%	62%
Number of Institutions Providing Automobile	23	46	155	206	46	124	26
% of Institutions Providing Automobile	66%	59%	70%	74%	52%	50%	45%
Type of Automobile Policy							
*Car Provided for Personal Use	19	40	131	180	39	89	18
*Pool Car Assigned to Chief Executive	4	6	29	32	7	31	11
*Unassigned Pool Car Available As Needed	3	2	9	7	2	11	...
Operating Expenses Provided (Fuel and Maintenance)	20	36	118	171	35	88	21
Allowance Toward Operating Expenses Provided	3	12	27	32	9	32	6
Driver Provided as Needed	12	12	20	28	6	3	5
Other	1	4	12	6	1	10	5

*Data provided on these automobile policies were used to compute the total "number of institutions providing automobile".

The annual dollar value for all automobiles provided to chief executives was supplied by 438 institutions responding. The value of this perquisite to the chief executive is $5,988 per year, on average, as shown below.

TABLE 79
ANNUAL VALUE OF AUTOMOBILE PROVIDED TO CHIEF EXECUTIVE

	Annual Dollar Value of Automobile
25th Percentile	$4,000
Median	$5,400
75th Percentile	$7,200
Average	$5,988
No Response	300
Number of Responses	438
TOTAL	**738**

TUITION ASSISTANCE POLICIES

Five hundred sixty-five of the responding institutions (67.5%) have a formal policy on tuition assistance for the chief executive. In addition, many institutions provide tuition assistance at other institutions. The tables below detail the responses of survey participants to questions on tuition assistance for the chief executive's family.

TABLE 80
TUITION ASSISTANCE PROVIDED TO CHIEF EXECUTIVE'S FAMILY

Tuition Assistance Provided	Number of Responses	Percent of Respondents
Yes	565	67.5%
No	272	32.5%
TOTAL	**837**	**100.0%**

Approximately 74 percent of the 512 institutions responding to this question provide full tuition to children of the chief executive at their institution and 76 percent provide full tuition to the spouse of the chief executive at their institution.

TABLE 81
TUITION ASSISTANCE FOR CHIEF EXECUTIVE'S FAMILY

Type of Tuition Assistance	At Chief Executive's Institutions		At Other Institutions	
	For Children	For Spouse	For Children	For Spouse
Full Tuition	73.6%	76.4%	53.6%	47.5%
50% or more of Tuition	18.2%	19.8%	30.7%	22.8%
Less than 50% of Tuition	4.3%	1.8%	8.4%	18.8%
$ Amount Equal to Tuition at Chief Executive's Institution	3.9%	2.0%	7.3%	10.9%
Number of Responses	**512**	**440**	**179**	**101**

LOCAL ENTERTAINMENT EXPENSES

Chief executives are typically expected to spend a significant amount of money for local entertainment and business functions. These functions, ranging from business lunches to fully catered dinners, are included in the chief executive's local entertainment expenses. Eight hundred forty-four institutions provided information on local entertainment for this study. One hundred sixteen of these institutions (13.7%) indicate that no provision is made for these types of expenses.

TABLE 82
LOCAL ENTERTAINMENT EXPENSES

Chief Executive Allowed Entertainment Expenses	Number of Responses	Percent of Respondents
Yes	728	86.2%
No	116	13.7%
TOTAL	**844**	**100.0%**

The following are the expenses that are reimbursable for the 728 institutions indicating these expenses are allowed.

TABLE 83
LOCAL ENTERTAINMENT EXPENSES

Local Entertainment Expenses	Number of Responses*	Percent of Respondents
Fixed Allowance for Business Entertainment	149	20.4%
Reimbursement for Actual Out-Of-Pocket Expenses	617	84.7%
Unrestricted Expense Account	108	14.8%
Campus Facilities Provided for Entertaining	489	67.1%
Institution Staff Available as Needed	490	67.3%
Other	14	1.9%

*Some institutions reimburse for more than one form of local entertainment expense.

PROFESSIONAL TRAVEL AND ENTERTAINMENT EXPENSES

TABLE 84
PROFESSIONAL TRAVEL AND ENTERTAINMENT EXPENSES

Chief Executive's Travel and Entertainment Expenses Paid	Number of Responses	Percent of Respondents
Yes	839	98.8%
No	10	1.1%
TOTAL	**849**	**100.0%**

All chief executives are reimbursed for business/professional travel expenses when it is associated with institution activities. Eight hundred thirty-nine institutions responded to specific questions on business and professional travel. The basis on which they reimburse their chief executives is detailed in the following table.

TABLE 85
PROFESSIONAL TRAVEL AND ENTERTAINMENT EXPENSES

Travel Expenses	Number of Responses*	Percent of Respondents
Reimbursement for Actual Out-Of-Pocket Expenses	757	90.2%
Unrestricted Expense Account	105	12.5%
Per Diem Allowance	204	24.3%
Separate Travel Allowance	108	12.8%
First-Class Air Travel	28	3.3%
Airline VIP Lounge Membership	95	11.3%
Use of Institution-Owned Aircraft	34	4.0%
Partial or All Expenses for Spouse Included	276	32.8%

*Some institutions provide more than one form of professional travel and entertainment expense.

ASSISTANCE FOR SPOUSE

The spouses of college and university chief executives can perform an active and visible role in the community. In this study, survey participants were asked the extent of assistance provided to the chief executive's spouse for these duties. Six hundred forty-seven of 808 institutions responding (80.0%) indicated that no such provision is made for the chief executive's spouse. The type and prevalence of assistance are shown on the following tables.

TABLE 86
SPOUSE ASSISTANCE FOR PERSONAL AND PROFESSIONAL ACTIVITIES

Chief Executive's Spouse Assistance	Number of Responses	Percent of Respondents
Yes	161	19.9%
No	647	80.0%
TOTAL	**808**	**100.0%**

TABLE 87
ASSISTANCE FOR CHIEF EXECUTIVE'S SPOUSE

Types of Assistance for Spouse	Number of Responses*	Average $ Value	Percent of Respondents
Secretarial Staff Provided	61	$6,744	37.8%
Additional Staff/Facilities for Entertaining As Needed	100	$7,015	62.1%
Remuneration for Involvement in Institution Affairs	37	$9,784	22.9%
Car or Car Allowance	19	$2,817	11.8%
General Household Help or Assistance	114	$10,470	70.8%
Other	13	$10,128	8.0%

*Some institutions provide more than one form of assistance to the chief executive's spouse.

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PERQUISITES FOR OTHER STAFF

TABLE 88
PERQUISITES FOR SENIOR STAFF AND ALL OTHER EXEMPT ADMINISTRATORS

Perquisite	Provided to Senior Staff	Is Senior Staff Amount < CEO	Provided to All Other Exempt Administrative	Is Exempt Administrative Amount < CEO
Tuition Reimbursement	59.0%	2.0%	59.2%	3.1%
Local Entertainment Expense Reimbursement	42.4%	26.2%	24.7%	21.8%
Professional Travel and Entertainment Reimbursement	69.3%	20.5%	57.3%	20.8%
Assistance for Spouse for Personal/Professional Activities	2.3%	26.0%	0.9%	27.2%

INVOLUNTARY SEPARATION POLICIES FOR CHIEF EXECUTIVES

Involuntary separation policies continue to be used by more institutions than in the prior surveys. This formalization of policy serves to protect the institution in cases where separation becomes necessary. Compared with 25.8 percent reported in the 1991 survey, nearly 29 percent of the 834 institutions responding to this question now have such policies.

TABLE 89
INVOLUNTARY SEPARATION POLICY

	Number of Responses	Percent of Respondents
Yes	241	28.9%
No	593	71.1%
TOTAL	**834**	**100.0%**

In the 1991 survey, 76.0 percent of responding institutions provided separation pay. In 1993, 72.9 percent responding provide separation pay.

TABLE 90
SEPARATION PAY

	Number of Responses	Percent of Respondents
Yes	175	72.9%
No	65	27.1%
TOTAL	**240**	**100.0%**

The amount of pay offered at the time of separation was compared with the amount reported in past surveys, as shown in the following table.

TABLE 91
AMOUNT OF SEPARATION PAY

Amount of Separation Pay	1993 Number of Responses	1993 Percent of Respondents	1991 Percent of Respondents	1988 Percent of Respondents	1986 Percent of Respondents
< 6 Months	24	15.0%	23.3%	23.4%	32.0%
6 - 12 Months	76	47.5%	35.0%	40.9%	36.0%
> 12 Months	23	14.4%	11.6%	9.1%	10.0%
Negotiable at Time of Separation	36	22.5%	30.1%	26.6%	22.0%
None	1	0.6%	---	---	---
TOTAL	**160**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Fifty-one percent of those institutions that responded to this question indicate that they continue benefits for chief executives who separated involuntarily.

TABLE 92
BENEFITS CONTINUATION

	Number of Responses	Percent of Respondents
Yes	102	51.0%
No	98	49.0%
TOTAL	**200**	**100.0%**

Of those institutions that continue to provide benefits following involuntary separation, approximately 73 percent (74 out of 102) continue medical coverage for an average of 13 months. Fifty-six institutions continue life insurance coverage and 50 institutions continue long-term disability coverage.

TABLE 93
LENGTH OF CONTINUATION PERIOD

Type of Coverage	Number of Responses	Average Number of Months
Medical Coverage	74	13
Life Insurance Coverage	56	11
Long-Term Disability	50	10

Twenty-seven institutions provide out-placement assistance as a standard part of their involuntary separation policy in addition to some continuation of pay and benefits.

TABLE 94
OUTPLACEMENT ASSISTANCE PROVIDED

	Number of Responses	**Percent of Respondents**
Yes	27	16.3%
No	139	83.7%
TOTAL	**166**	**100.0%**

PROFILE OF CHIEF EXECUTIVE

Survey participants provided some personal information regarding the chief executive to establish typical characteristics for the chief executives reported in this survey. The tables below provide detailed information on relevant business/personal characteristics of college and university chief executives.

According to the table below, chief executives reported in this survey have been in their current position for seven years, on average. This is equivalent to the seven-year average reported in the 1991 and 1988 surveys. As shown in the table below, the majority of chief executives have been in their positions for five or more years.

TABLE 95
CHIEF EXECUTIVE YEARS IN POSITION

Years in Position	Number of Responses	Average Years in Position	Percent of Respondents
1	137	1	14.1%
2	95	2	9.7%
3	93	3	9.5%
4	83	4	8.5%
5 - 9	303	7	31.2%
10 - 14	157	12	16.1%
15 and Over	103	19	10.6%
AVERAGE YEARS IN POSITION		7	
TOTAL	**971**		**100.0%**

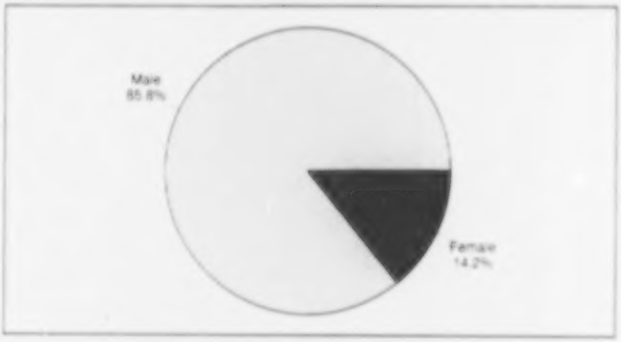
Approximately 8 percent of the chief executives reported in this survey are members of a minority group; this compares with 8 percent of participants in 1991 and 1988.

TABLE 96
CHIEF EXECUTIVE MINORITY STATUS

	Number of Responses	Percent of Respondents
Yes	83	8.3%
No	917	91.7%
TOTAL	**1,000**	**100.0%**

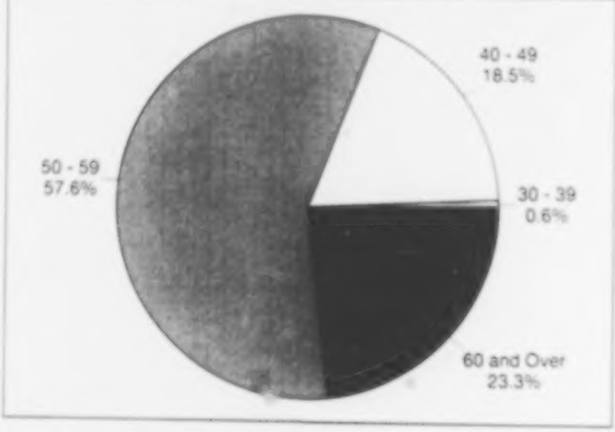
The percent of women reported as college and university chief executives has increased to over 14 percent of the survey sample. In 1991 and 1988 the percent of women chief executives in the sample was 11 percent and 10 percent, respectively.

TABLE 97
CHIEF EXECUTIVE GENDER
(1,005 Responses)



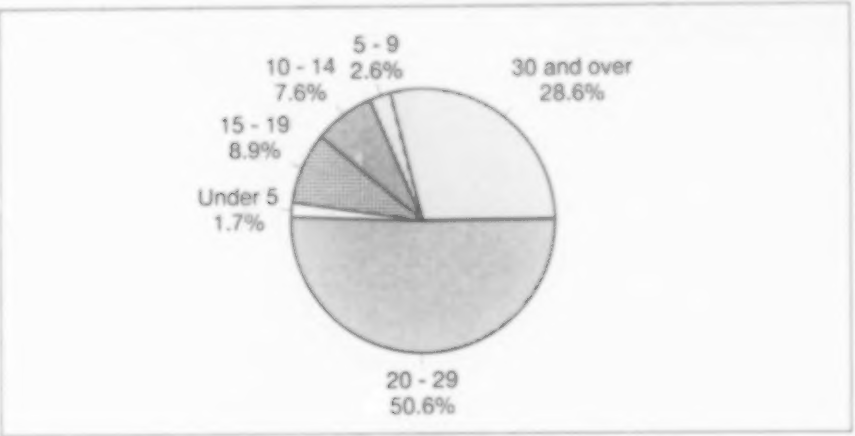
On average, chief executives reported in this survey are 54 years old and 57.6 percent of those chief executives are between 50 and 60 years of age. Prior year's surveys also reported that most college and university chief executives were between 50 and 60 years old.

TABLE 98
CHIEF EXECUTIVE AGE
(990 Responses)



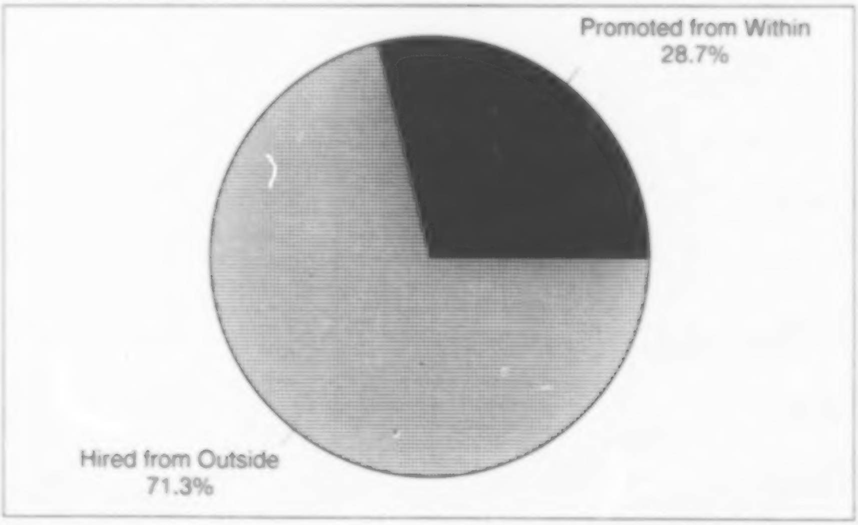
Approximately 51 percent of the chief executives reported in this survey have been in higher education between 20 and 29 years. The average years in higher education for these chief executives is 25.

TABLE 99
CHIEF EXECUTIVE YEARS IN HIGHER EDUCATION
(969 Responses)



The following table indicates that 71.3 percent of the chief executives in this study were hired from outside their respective institution. This compares with 71.5 percent in 1991 and 70.7 percent in 1988.

TABLE 100
CHIEF EXECUTIVE RECRUITMENT SOURCE
(1,003 Responses)



Approximately 19 percent of the reported chief executives held that position in other educational institutions prior to accepting their current position. Approximately 59 percent held academic officer or administrative staff positions. Approximately 7 percent of the reported chief executive positions were selected from faculty positions.

TABLE 101
CHIEF EXECUTIVE'S PREVIOUS POSITION

Position	**Number of Responses**	**Percent of Respondents**
Chief Executive, Other Educational Institution	191	19.0%
Faculty	67	6.6%
Academic Officer	391	38.9%
Administrative Officer Non-Academic	206	20.5%
Ministry/Church Official	31	3.0%
Government Official	15	1.4%
Business Executive	19	1.8%
Chief Executive, Nonprofit Organization	17	1.6%
Other	67	6.6%
TOTAL	**1,004**	**100.0%**

RECRUITING/RELOCATION POLICIES AND PRACTICES

CHIEF EXECUTIVE RECRUITING PRACTICES

Nearly 43 percent of the surveyed organizations recruited a new chief executive within the most recent five-year period as shown below.

TABLE 102
CHIEF EXECUTIVE RECRUITED WITHIN FIVE YEARS

	Number of Responses	Percent of Respondents
Yes	432	42.8%
No	577	57.2%
TOTAL	**1,009**	**100.0%**

Tables 103 through 107 provide an indication of the recruiting practices of these 432 institutions.

TABLE 103
SEARCH CONDUCTED OUTSIDE OF INSTITUTION

	Number of Responses	Percent of Respondents
Yes	357	82.6%
No	74	17.2%
No Response	1	0.2%
TOTAL	**432**	**100.0%**

TABLE 104
EXECUTIVE SEARCH FIRM USED

	Number of Responses	Percent of Respondents
Yes	171	39.6%
No	257	59.5%
No Response	4	0.9%
TOTAL	**432**	**100.0%**

TABLE 105
CANDIDATE IDENTIFICATION SOURCE

Source	Number of Responses*	Percent of Respondents
Executive Search Firm	160	37.0%
Advertisement	369	85.4%
Nominated by Institution Friends	338	78.2%
Nominated Directly by Board	189	43.7%
Other	38	8.7%

*A total of 427 institutions responded to this question. Of these, 360 used two or more sources to identify candidates.

TABLE 106
NAMES OF NOMINEES MADE PUBLIC

Nominees Made Public	Number of Responses	Percent of Respondents
None	141	32.6%
All	29	6.7%
Finalists Only	254	58.8%
No Response	8	1.9%
TOTAL	**432**	**100.0%**

Four hundred seventeen institutions indicated the length of time which was required to recruit and appoint a new chief executive. Approximately 62 percent of these institutions successfully appointed a new chief executive within nine months.

TABLE 107
LENGTH OF TIME REQUIRED TO RECRUIT/APPOINT

Length of Time	Number of Responses	Percent of Respondents
Under 3 Months	8	1.9%
3 - 5 Months	85	20.3%
6 - 8 Months	166	39.8%
9 - 11 Months	88	21.1%
12 Months or More	70	16.8%
TOTAL	**417**	**100.0%**

CHIEF EXECUTIVE RELOCATION PRACTICES

After appointment as chief executive, approximately 65 percent of the new appointees required relocation.

TABLE 108
CHIEF EXECUTIVE RELOCATION REQUIRED

Relocation Assistance Required	Number of Responses	Percent of Respondents
Yes	651	64.8%
No	353	35.2%
TOTAL	**1,004**	**100.0%**

Tables 109 through 113 provide information relative to the relocation practices of the 651 institutions that moved their new chief executives.

TABLE 109
MOVING EXPENSES FOR HOUSEHOLD EFFECTS

Type of Payment	Number of Responses	Percent of Respondents
Paid in Full	538	82.6%
Partially Paid	85	13.1%
Not Paid	12	1.8%
No Response	16	2.5%
TOTAL	**651**	**100.0%**

TABLE 110
TRAVEL EXPENSES FOR FAMILY

Type of Payment	Number of Responses	Percent of Respondents
Paid in Full	326	50.1%
Partially Paid	96	14.8%
Not Paid	178	27.3%
No Response	51	7.8%
TOTAL	**651**	**100.0%**

TABLE 111
ASSISTANCE FINDING EMPLOYMENT FOR SPOUSE

Type of Assistance	Number of Responses	Percent of Respondents
Assistance Provided if Appropriate	81	12.4%
No Assistance Provided	506	77.7%
No Response	64	9.9%
TOTAL	**651**	**100.0%**

Sixty chief executives were granted additional assistance for the sale or purchase of a residence upon appointment. One or more of the following types of assistance were offered to these chief executives.

TABLE 112
TYPE OF ASSISTANCE IN SALE/PURCHASE OF RESIDENCE

Source	Number of Responses*	Percent of Respondents
Interest Rate Differential	12	1.8%
Cost of Housing Differential	19	2.9%
Low Cost Loan	18	2.7%
Broker/Attorney Fees	18	2.7%
Closing Costs	20	3.0%
Fair Market Value of Former Residence	3	0.4%
Guaranteed Purchaser of Former Residence	4	0.6%
No Assistance Provided	474	72.8%

*Based on 60 of the 651 institutions that relocated chief executive upon appointment. Some of these chief executives receive more than one form of relocation assistance.

TABLE 113
MAXIMUM AMOUNT TO RELOCATE CHIEF EXECUTIVE

	Number of Responses	Average Maximum Amount	Percent of Respondents
Yes	101	$23,604	19.3%
No	423		80.7%
Total	**524**		**100.0%**

EMPLOYMENT POLICIES AND PRACTICES

CHIEF EXECUTIVE CONTRACTS

Approximately 75 percent of the survey respondents indicate that there is a contractual agreement with their chief executive as shown below.

TABLE 114
CHIEF EXECUTIVE CONTRACTUAL AGREEMENT

	Number of Responses	**Percent of Respondents**
Yes	762	75.4%
No	248	24.6%
TOTAL	**1,010**	**100.0%**

Tables 115 through 118 show some characteristics of these agreements.

TABLE 115
TYPE OF AGREEMENT

Type of Agreement	**Number of Responses**	**Percent of Respondents**
Formal Written Contract	474	62.2%
Letter of Agreement	251	32.9%
Oral Agreement	31	4.1%
No Response	6	0.8%
TOTAL	**762**	**100.0%**

Approximately 76 percent of responding institutions provided the number of years for their chief executive's term of contractual agreement.

TABLE 116
CHIEF EXECUTIVE TERM OF CONTRACTUAL AGREEMENT

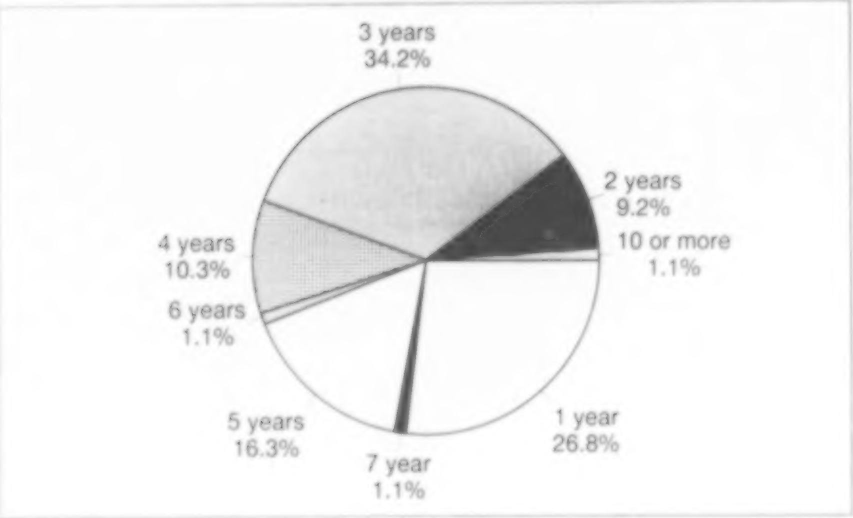


TABLE 117
BENEFITS OR PAYMENTS FOR CHIEF EXECUTIVE AT END OF CONTRACT TERM

	Number of Responses	Percent of Respondents
Yes	185	24.7%
No	563	75.3%
TOTAL	**748**	**100.0%**

TABLE 118
CHIEF EXECUTIVE CONTRACT DISCLOSED TO PUBLIC

	Number of Responses	Percent of Respondents
Yes	453	60.2%
No	299	39.8%
TOTAL	**752**	**100.0%**

CHIEF EXECUTIVE PERFORMANCE REVIEW

Approximately 76 percent of the responding institutions report that college and university chief executives are subject to formal performance review as shown below.

TABLE 119
FORMAL PERFORMANCE REVIEW

	Number of Responses	Percent of Respondents
Yes	767	76.2%
No	240	23.8%
TOTAL	**1,007**	**100.0%**

Tables 120 and 121 show the frequency of these performance reviews as well as the individual or group responsible for conducting the review.

TABLE 120
FREQUENCY OF PERFORMANCE REVIEW

Frequency of Review	Number of Responses	Percent of Respondents
End of Contract Term	31	4.0%
Annually	582	75.9%
Every Two Years	28	3.7%
Every Three Years	56	7.3%
Other	66	8.6%
No Response	4	0.5%
TOTAL	**767**	**100.0%**

TABLE 121
RESPONSIBILITY FOR PERFORMANCE REVIEW

Who Conducts Review	Number of Responses	Percent of Respondents
Chairman of the Board	102	13.3%
Committee of the Board	241	31.4%
Entire Governing Board	212	27.6%
Special Review Committee	58	7.6%
Other	149	19.4%
No Response	5	0.7%
TOTAL	**767**	**100.0%**

CHIEF EXECUTIVE ACADEMIC RANK

Approximately 58 percent of the institutions responding to questions on academic rank indicate that it is granted to the chief executive upon appointment.

TABLE 122
ACADEMIC RANK FOR CHIEF EXECUTIVE

	Number of Responses	Percent of Respondents
Yes	577	57.6%
No	424	42.4%
TOTAL	**1,001**	**100.0%**

Upon completion of their term as chief executive, approximately 57 percent of the chief executives revert to faculty status and the salary scale used for faculty positions.

TABLE 123
CHIEF EXECUTIVE SALARY REVERSION TO FACULTY SCALE

	Number of Responses	Percent of Respondents
Yes	528	57.4%
No	392	42.6%
TOTAL	**920**	**100.0%**

CHIEF EXECUTIVE TENURE

As part of this study, tenure policies affecting college and university chief executives were also surveyed. Responses to specific questions on these policies as they apply to the current chief executive are shown in Tables 124 through 126.

TABLE 124
CHIEF EXECUTIVE HIRED FROM TENURED POSITION

	Number of Responses	Percent of Respondents
Yes	362	36.2%
No	639	63.8%
TOTAL	**1,001**	**100.0%**

TABLE 125
CHIEF EXECUTIVE TENURE STATUS

Chief Executive Tenure Status	Number of Responses	Percent of Respondents
Presently Tenured	312	30.8%
Eligible for Tenure	43	4.3%
Not Eligible for Tenure	553	54.6%
No Response	104	10.3%
TOTAL	**1,012**	**100.0%**

TABLE 126
CHIEF EXECUTIVE ASSURED TENURE FOLLOWING RESIGNATION

	Number of Responses	Percent of Respondents
Yes	308	31.4%
No	672	68.6%
TOTAL	**980**	**100.0%**

TIME OFF POLICY

Approximately 67 percent of the chief executives included in this study are granted between 10-14 holidays annually which is equivalent to that granted to the majority of other exempt staff and faculty.

TABLE 127
ANNUAL PAID TIME OFF - HOLIDAYS

	Chief Executive		Other Exempt Staff		Faculty	
Number of Days	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**
Under 10	192	21.4%	188	21.2%	193	31.0%
10 - 14	602	67.1%	594	67.2%	362	58.2%
15 - 19	84	9.3%	84	9.5%	45	7.2%
20 - 24	15	1.6%	14	1.5%	12	1.9%
25 - 29	2	0.2%	2	0.2%	5	0.8%
30 and Over	1	0.1%	1	0.1%	4	0.6%
TOTAL	**896**	**100.0%**	**883**	**100.0%**	**621**	**100.0%**

The majority of chief executives, other exempt staff, and faculty are granted 20-24 vacation days annually.

TABLE 128
ANNUAL PAID TIME OFF - VACATION

	Chief Executive		Other Exempt Staff		Faculty	
Number of Days	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**
Under 10	---	---	1	0.1%	2	0.9%
10 - 14	33	3.6%	96	11.5%	17	7.8%
15 - 19	69	7.7%	122	14.7%	28	12.9%
20 - 24	616	68.9%	539	65.0%	114	52.5%
25 - 29	70	7.8%	39	4.7%	12	5.5%
30 and Over	106	11.8%	31	3.7%	44	20.2%
TOTAL	**894**	**100.0%**	**828**	**100.0%**	**217**	**100.0%**

Approximately 93 percent of chief executives are given at least 10 personal days.

TABLE 129
ANNUAL PAID TIME OFF - PERSONAL DAYS

	Chief Executive		Other Exempt Staff		Faculty	
Number of Days	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**
Under 10	346	92.8%	361	93.5%	261	94.9%
10 - 14	15	4.0%	16	4.1%	10	3.6%
15 - 19	3	0.8%	2	0.5%	1	0.4%
20 - 24	4	1.1%	3	0.8%	2	0.7%
25 - 29	3	0.8%	3	0.8%	---	---
30 and Over	2	0.5%	1	0.3%	1	0.4%
TOTAL	**373**	**100.0%**	**386**	**100.0%**	**275**	**100.0%**

Nearly 60 percent of the chief executives are entitled to between 10 and 14 sick days.

TABLE 130
ANNUAL PAID TIME OFF - SICK DAYS

	Chief Executive		Other Exempt Staff		Faculty	
Number of Days	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**
Under 10	39	5.4%	41	5.7%	62	11.3%
10 - 14	426	59.1%	438	60.4%	311	56.6%
15 - 19	143	19.8%	146	20.1%	96	17.5%
20 - 24	59	8.2%	50	6.9%	35	6.4%
25 - 29	3	0.4%	3	0.4%	1	0.2%
30 and Over	51	7.1%	47	6.5%	44	8.0%
TOTAL	**721**	**100.0%**	**725**	**100.0%**	**549**	**100.0%**

SABBATICAL POLICY

Approximately 40 percent of the chief executives are eligible for sabbatical leave.

TABLE 131
CHIEF EXECUTIVE ELIGIBLE FOR SABBATICAL

	Number of Responses	Percent of Respondents
Yes	391	39.8%
No	592	60.2%
TOTAL	**983**	**100.0%**

The various elements of the sabbatical leave policy as reported by 391 chief executives eligible for this are shown in Tables 132 through 134.

TABLE 132
YEARS REQUIRED FOR ELIGIBILITY

Number of Years	Number of Responses	Percent of Respondents
1	6	1.5%
2	2	0.5%
3	34	8.7%
4	10	2.6%
5	45	11.5%
6	115	29.4%
7	108	27.6%
8	1	0.3%
10 or More	12	3.1%
No Response	58	14.8%
TOTAL	**391**	**100.0%**

TABLE 133
MAXIMUM LENGTH OF SABBATICAL

Number of Responses	Average Maximum Sabbatical (in Months)
351	8.9

TABLE 134
COMPENSATION LEVEL PAID ON SABBATICAL

Sabbatical Leave Compensation	Number of Responses	Percent of Respondents
Fully Paid Up To Maximum Length	233	64.9%
All Sabbatical Leave is Unpaid	7	2.0%
Fully Paid for **5.9** (average) Months and Reimbursed at **38** percent (average) for Balance of Time Until Maximum Length	63	17.5%
Partially Reimbursed at **55.0** Percent (average) up to Maximum Length	50	13.9%
Partially Reimbursed at **70.0** Percent (average) for **9** Months (average) and **38.0** Percent (average) for Balance	6	1.7%
Total	**359**	**100.0%**

LEAVE OF ABSENCE POLICY

Of the three most prevalent forms of leaves of absence, personal/medical leave is observed most frequently (464 of the 901 responses); followed by extended study/research (118 of 897 responses); and government/public appointment (59 of 905 responses).

TABLE 135
LEAVE OF ABSENCE PAY POLICY

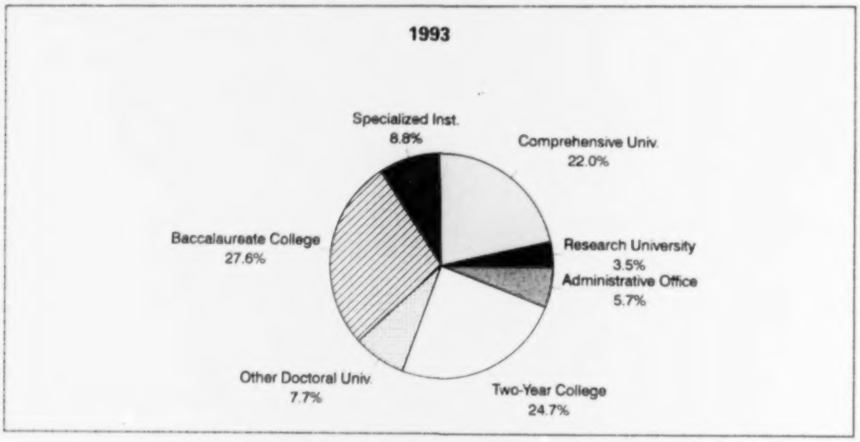
Type of Leave	Not Provided	Provided Paid	Provided Unpaid	Total
Government/Public Appointments	684	59	162	905
Extended Study/Research	634	118	145	897
Personal/Medical	237	464	200	901

PROFILE OF PARTICIPATING INSTITUTIONS

Survey participants were asked to provide information regarding their financial and operating statistics. This information was used to identify peer groupings which could later be used in compensation analysis. The tables and charts which follow provide comparative size characteristics accurately defining the survey database.

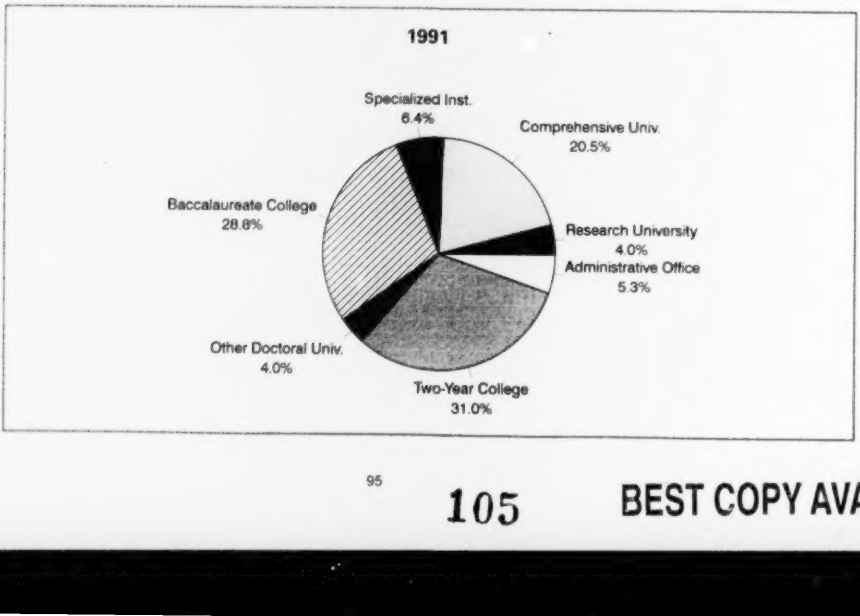
The majority of survey respondents are classified in three categories: Two-Year, Comprehensive, and Baccalaureate Colleges.

TABLE 136
INSTITUTIONS BY CLASSIFICATION



I Total Responses, 1993 - 1,012

II Total Responses, 1991 - 874



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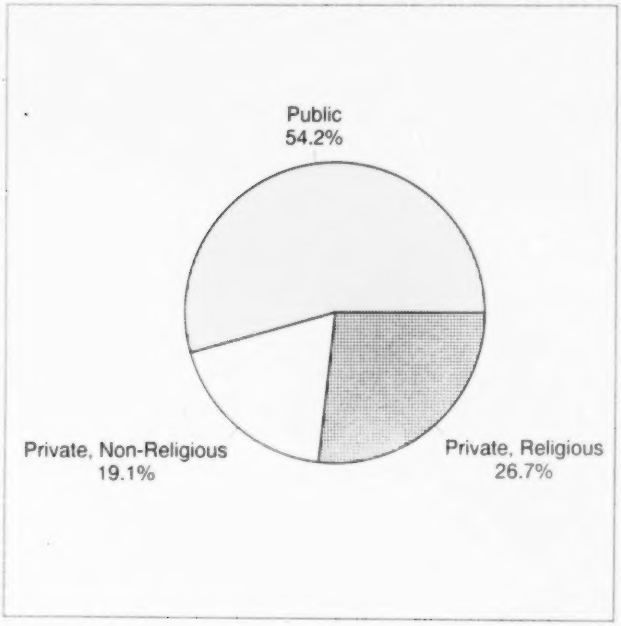
Approximately 54 percent of the survey participants are public institutions, while 27 percent are private.

TABLE 137
INSTITUTIONS BY AFFILIATION



The majority of research universities, doctoral granting universities, comprehensive universities, two-year colleges, and administrative offices included in this study are public institutions. The majority of baccalaureate colleges and specialized institutions are private institutions.

TABLE 138
INSTITUTIONS BY CLASSIFICATION AND AFFILIATION

	Public		Private, Non-Religious		Private, Religious	
Classification	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**	**Number of Responses**	**Percent of Respondents**
Research University	28	80.0%	6	17.1%	1	2.8%
Other Doctoral University	53	67.9%	18	23.0%	6	7.6%
Comprehensive University	125	56.3%	46	20.7%	51	22.9%
Baccalaureate College	46	16.4%	66	23.6%	166	59.4%
Specialized Institution	11	12.3%	42	47.1%	35	39.3%
Two-Year College	231	92.4%	11	4.4%	8	3.2%
Administrative Office of a System	52	89.6%	4	6.8%	2	3.4%
Did Not Respond	1	100.0%				
TOTAL	**547**		**193**		**269**	

Please note that three (3) institutions did not provide information on their institution's affiliation type.

Approximately 71 percent of the survey respondents are single institutions not aligned with a major university system.

TABLE 139
INSTITUTIONS BY SYSTEM STRUCTURE

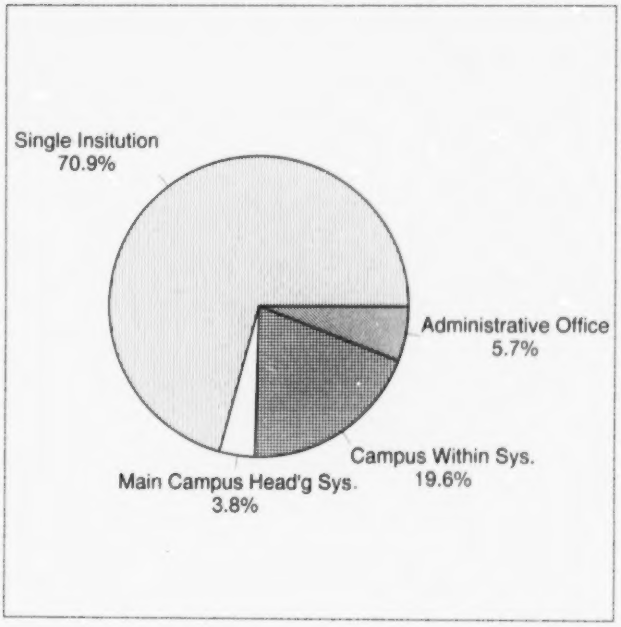


TABLE 140
DETAIL OF INSTITUTIONS BY CLASSIFICATION

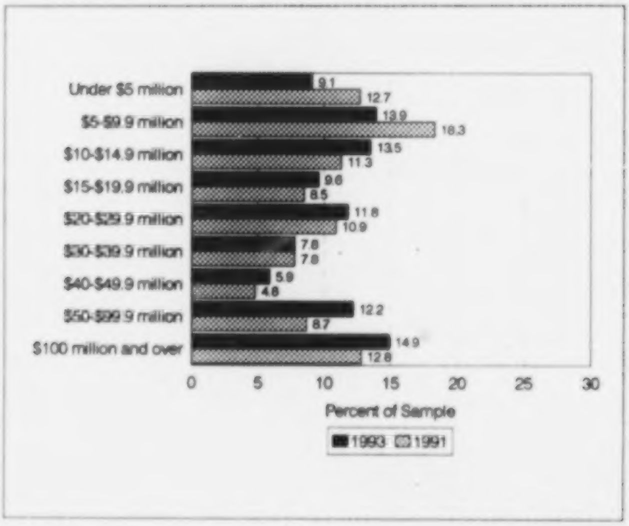
Institution Identification	Number of Responses	Percent of Respondents
Research University	35	3.4%
Doctoral-Level Institution without Medical School	63	6.2%
Doctoral-Level Institution with Medical School	15	1.4%
Comprehensive Institution without Medical School	212	20.9%
Comprehensive Institution with Medical School	10	0.9%
General Baccalaureate College	279	27.5%
Specialized/School of Philosophy, Religion and Theology	33	3.2%
Specialized/Medical Schools	7	0.6%
Specialized/Other Health Institutions	10	0.9%
Specialized/Engineering Schools	4	0.3%
Specialized/Business Schools	11	1.0%
Specialized/Visual and Performing School	9	0.8%
Specialized/Law Schools	2	0.1%
U.S. Service Schools	1	0.0%
Other Specialized Schools	12	1.1%
Multiprogram Two-Year Institutions	240	23.7%
Single Program Two-Year Institutions	10	0.9%
Administrative Office of a System	58	5.7%
Did Not Respond	1	0.0%
TOTAL	**1,012**	**100.0%**

The four primary measures used in this study include: operating budget; endowment; enrollment; and full- time equivalent employment.

Approximately 37 percent of the institutions in this year's survey sample have an operating budget of less than $15 million per year. A detailed display of the various operating budget peer groupings is shown in Table 141.

Operating budget groups for 1991 and 1993 were compared to determine the changes in size of budget groups. There have been modest changes in the actual percent of the survey sample presented in any single budget group. This is shown in the following graph.

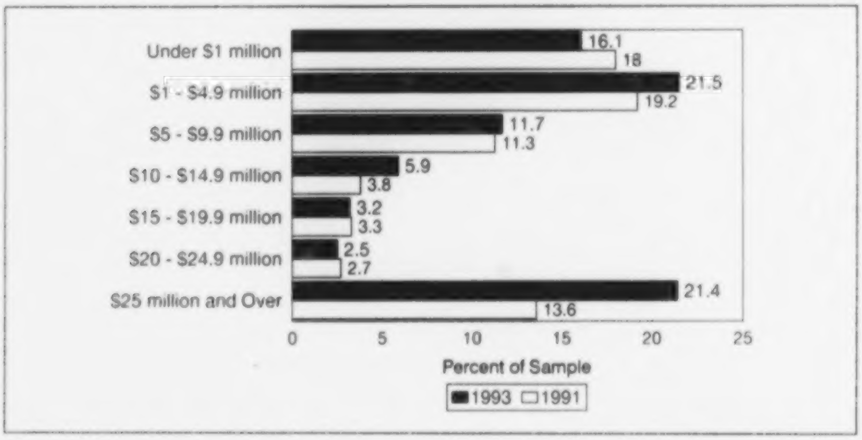
TABLE 141
INSTITUTIONS BY OPERATING BUDGET



Please note that not all institutions provided information on scope factors located on tables 141, 142 and 143. Therefore, percentages do not equal one hundred percent.

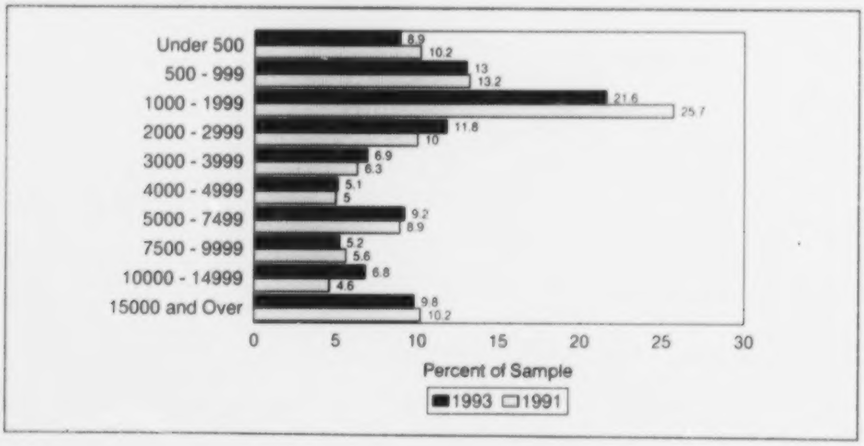
One hundred thirty-nine institutions (14.3% of the total number of participants) indicate that they have no endowment. The chart below illustrates the relative percent of sample which is represented by each endowment group. This chart also compares the relative peer groupings between surveys conducted in 1991 and 1993.

TABLE 142
INSTITUTIONS BY ENDOWMENT



Peer group stratifications from prior surveys have been used in this survey and the percent of sample represented by each enrollment group is relatively consistent. Approximately 44 percent of the colleges and universities participating in the survey enroll fewer than 2,000 students. The chart below shows the size of the relative peer groupings used in this analysis.

TABLE 143
INSTITUTIONS BY FTE ENROLLMENT



Most of the survey participants, 61.6 percent, have full-time equivalent (FTE) employment under 500. The table below shows the responses of 988 institutions in their respective employment size groups.

TABLE 144
INSTITUTIONS BY TOTAL FTE EMPLOYMENT

Total Full-Time Equivalent Employment	Number of Responses	Average FTE Employment	Percent of Respondents
Under 500	623	214	61.6%
500 - 999	167	707	16.5%
1,000 - 1,999	103	1,422	10.2%
2,000 - 2,999	32	2,359	3.2%
3,000 - 3,999	13	3,453	1.3%
4,000 - 4,999	9	4,577	0.9%
5,000 and Over	41	14,254	4.0%
Did Not Respond	24	---	2.3%
AVERAGE FTE Employment		1,158	
TOTAL	**1,012**		**100.0%**

The ratio of faculty to total employees is 40.7 percent, on average, among all survey participants that provided employment data. This is up from 37.8 percent in the 1991 survey.

TABLE 145
COMPARISON OF FTE FACULTY TO TOTAL FTE EMPLOYMENT

Total Full-Time Equivalent Employment	Average FTE Employment by Group	Average FTE Faculty by Group	Ratio of FTE Faculty to Total FTE Employment
Under 500	214	89	41.6%
500 - 999	707	298	40.8%
1,000 - 1,999	1,422	585	41.1%
2,000 - 2,999	2,359	944	40.2%
3,000 - 3,999	3,453	1,132	32.8%
4,000 - 4,999	4,577	1,841	40.3%
5,000 and Over	14,254	3,501	28.0%
AVERAGE	**1,160**	**374**	**40.7%**

The ratio of administrative/classified employment to total employment among survey participants is 59.3 percent, on average. This is down from 63.5 percent as reported in the 1991 survey.

TABLE 146
COMPARISON OF FTE ADMINISTRATIVE/CLASSIFIED EMPLOYMENT TO TOTAL FTE EMPLOYMENT

Total Full-Time Equivalent Employment Group	Average FTE Employment by Group	Average FTE Admin/Clssfd Employees	Ratio of FTE Admin/Clssfd to Total FTE Employment
Under 500	214	125	58.4%
500 - 999	707	418	59.1%
1,000 - 1,999	1,422	837	58.8%
2,000 - 2,999	2,359	1,415	59.7%
3,000 - 3,999	3,453	2,322	67.1%
4,000 - 4,999	4,577	2,735	59.6%
5,000 and Over	14,254	10,753	71.9%
AVERAGE	**1,158**	**784**	**59.3%**

Additional analysis of employment data shows the comparison of faculty to total enrollment. The following table indicates that there is 7.1 percent faculty to enrollment ratio (on average) for survey respondents.

TABLE 147
COMPARISON OF FTE FACULTY TO FTE ENROLLMENT

Total Full-Time Equivalent Enrollment	Average FTE Enrollment by Group	Average FTE Faculty by Group	Ratio of FTE Faculty to FTE Enrollment
Under 500	266	41	14.8%
500 - 999	759	56	7.4%
1,000 - 1,999	1,433	90	6.2%
2,000 - 2,999	2,420	215	9.3%
3,000 - 3,999	3,426	179	5.3%
4,000 - 4,999	4,383	251	5.7%
5,000 - 7,499	6,125	303	4.9%
7,500 - 9,999	8,779	497	5.6%
10,000 - 14,999	12,401	645	5.1%
15,000 and Over	35,289	1,946	5.5%
AVERAGE	**6,597**	**375**	**7.1%**

The ratio of administrative/classified employees to enrollment is 12.7 percent (on average) among institutions responding. This is up from 9.9 percent as reported in 1991.

TABLE 148
COMPARISON OF FTE ADMINISTRATIVE/CLASSIFIED TO TOTAL FTE ENROLLMENT

Total Full-Time Equivalent Enrollment	Average FTE Enrollment by Group	Average FTE Admin/Clssfd Employees by Group	Ratio of FTE Admin/Clssfd to Enrollment
Under 500	268	48	20.6%
500 - 999	761	95	12.5%
1,000 - 1,999	1,434	149	10.4%
2,000 - 2,999	2,420	554	24.5%
3,000 - 3,999	3,426	259	7.7%
4,000 - 4,999	4,399	354	8.0%
5,000 - 7,499	6,127	450	7.3%
7,500 - 9,999	8,779	908	10.3%
10,000 - 14,999	12,401	1,148	9.2%
15,000 and Over	35,369	4,689	11.5%
AVERAGE	**6,600**	**787**	**12.7%**

The largest number of participating institutions are located in the North Central and North East regions of the country as shown below. See Appendix C, pages 153 and 154 for geographic location definitions.

TABLE 149
INSTITUTIONS BY GEOGRAPHIC LOCATION

Institution Classification	North East	South East	North Central	South Central	West Coast	U.S. Terr.	United States
Research University	4	12	11	3	5	---	35
Other Doctoral Granting University	17	15	24	11	11	---	78
Comprehensive University	65	37	58	31	28	3	222
Baccalaureate University	74	67	93	25	16	4	279
Specialized Institution	27	9	28	9	15	1	89
Two-Year College	45	49	72	45	39	---	250
Administrative Office of a System	7	8	14	10	17	2	58
Did Not Respond	---	---	---	1	---	---	1
TOTAL	**239**	**197**	**300**	**135**	**131**	**10**	**1,012**

APPENDICES

LIST OF PARTICIPATING INSTITUTIONS

Institution Name, State	Structure	Classification	Affiliation
ABILENE CHRISTIAN UNIVERSITY, TX	Single Institution	Comprehensive University	Private, Religious
ACADEMY OF THE NEW CHURCH, PA	Single Institution	Baccalaureate College	Private, Religious
ADAMS STATE COLLEGE, CO	Campus w/in a System	Comprehensive University	Public
AGNES SCOTT COLLEGE, GA	Single Institution	Baccalaureate College	Private, Religious
AIKEN TECHNICAL COLLEGE, SC	Single Institution	Two-Year College	Public
AIR FORCE INSTITUTE OF TECHNOLOGY, OH	Single Institution	Comprehensive University	Public
ALAMO COMMUNITY COLLEGE DISTRICT, TX	Admin Office of System	Admin Office of a System	Public
ALASKA PACIFIC UNIVERSITY, AK	Single Institution	Baccalaureate College	Private, Non-Religious
ALBERTUS MAGNUS COLLEGE, CT	Single Institution	Baccalaureate College	Private, Religious
ALBRIGHT COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
ALCORN STATE UNIVERSITY, MS	Single Institution	Baccalaureate College	Public
ALFRED UNIVERSITY, NY	Single Institution	Comprehensive University	Private, Non-Religious
ALLAN HANCOCK COLLEGE, CA	Single Institution	Two-Year College	Public
ALLEGANY COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
ALLEGHENY COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
ALLEN COUNTY COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
ALVERNIA COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
ALVERNO COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
AMARILLO COLLEGE, TX	Single Institution	Two-Year College	Public
AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT, AZ	Single Institution	Comprehensive University	Private, Non-Religious
ANA G. MENDEZ UNIVERSITY SYSTEM, PR	Admin Office of System	Admin Office of a System	Private, Non-Religious
ANDERSON COLLEGE, SC	Single Institution	Baccalaureate College	Private, Religious
ANDREW COLLEGE, GA	Single Institution	Two-Year College	Private, Religious
ANNA MARIA COLLEGE, MA	Single Institution	Comprehensive University	Private, Religious
ANNE ARUNDEL COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
ARAPAHOE COMMUNITY COLLEGE, CO	Campus w/in a System	Two-Year College	Public
ARIZONA BOARD OF REGENTS, AZ	Admin Office of System	Admin Office of a System	Public
ARIZONA STATE UNIVERSITY, AZ	Main Campus of System	Doctoral Granting University	Public
ARIZONA WESTERN COLLEGE, AZ	Single Institution	Two-Year College	Public
ARKANSAS COLLEGE, AR	Single Institution	Baccalaureate College	Private, Religious
ARKANSAS STATE UNIVERSITY, AR	Single Institution	Comprehensive University	Public
ARKANSAS STATE UNIVERSITY-BEEBE BRANCH, AR	Campus w/in a System	Two-Year College	Public
ARMSTRONG STATE COLLEGE, GA	Campus w/in a System	Baccalaureate College	Public
ARROWHEAD COMMUNITY COLLEGES, MN	Admin Office of System	Admin Office of a System	Public
ASBURY COLLEGE, KY	Single Institution	Baccalaureate College	Private, Religious
ASSUMPTION COLLEGE, MA	Single Institution	Comprehensive University	Private, Religious

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Appendix A

Institution Name, State	Structure	Classification	Affiliation
ATHENAEUM OF OHIO, OH	Single Institution	Specialized Institution	Private, Religious
ATHENS STATE COLLEGE, AL	Single Institution	Baccalaureate College	Public
AUBURN UNIVERSITY – AUBURN, AL	Main Campus of System	Research University	Public
AURORA UNIVERSITY, IL	Single Institution	Comprehensive University	Private, Non-Religious
AUSTIN COLLEGE, TX	Single Institution	Baccalaureate College	Private, Religious
AUSTIN COMMUNITY COLLEGE, MN	Campus w/in a System	Two-Year College	Public
AUSTIN COMMUNITY COLLEGE, TX	Admin Office of System	Admin Office of a System	Public
AUSTIN PEAY STATE UNIVERSITY, TN	Campus w/in a System	Comprehensive University	Public
AUSTIN PRESBYTERIAN THEOLOGICAL SEMINARY, TX	Single Institution	Specialized Institution	Private, Religious
AVERETT COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
AVILA COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
BABSON COLLEGE, MA	Single Institution	Specialized Institution	Private, Non-Religious
BAKER COLLEGE OF FLINT, MI	Main Campus of System	Baccalaureate College	Private, Non-Religious
BAKER UNIVERSITY, KS	Single Institution	Baccalaureate College	Private, Religious
BALDWIN-WALLACE COLLEGE, OH	Single Institution	Comprehensive University	Private, Religious
BARBER-SCOTIA COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious
BASTYR COLLEGE, WA	Single Institution	Specialized Institution	Private, Non-Religious
BAY PATH COLLEGE, MA	Single Institution	Baccalaureate College	Private, Non-Religious
BEAUFORT COUNTY COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
BEAVER COLLEGE, PA	Single Institution	Comprehensive University	Private, Non-Religious
BELLARMINE COLLEGE, KY	Single Institution	Comprehensive University	Private, Non-Religious
BELMONT ABBEY COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious
BENEDICT COLLEGE, SC	Single Institution	Baccalaureate College	Private, Non-Religious
BENEDICTINE COLLEGE, KS	Single Institution	Baccalaureate College	Private, Religious
BERKLEE COLLEGE OF MUSIC, MA	Single Institution	Specialized Institution	Private, Non-Religious
BETH-EL COLLEGE OF NURSING, CO	Single Institution	Specialized Institution	Public
BETHANY COLLEGE, WV	Single Institution	Baccalaureate College	Private, Non-Religious
BETHANY LUTHERAN COLLEGE, MN	Single Institution	Two-Year College	Private, Religious
BETHANY THEOLOGICAL SEMINARY, IL	Single Institution	Specialized Institution	Private, Religious
BETHEL COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
BETHEL COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
BIRMINGHAM-SOUTHERN COLLEGE, AL	Single Institution	Baccalaureate College	Private, Religious
BISHOP STATE COMMUNITY COLLEGE, AL	Main Campus of System	Two-Year College	Public
BISMARCK STATE COLLEGE, ND	Campus w/in a System	Two-Year College	Public
BLOOMFIELD COLLEGE, NJ	Single Institution	Baccalaureate College	Private, Non-Religious
BLUE MOUNTAIN COMMUNITY COLLEGE, OR	Single Institution	Two-Year College	Public
BLUEFIELD COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
BOISE STATE UNIVERSITY, ID	Single Institution	Comprehensive University	Public
BOWDOIN COLLEGE, ME	Single Institution	Baccalaureate College	Private, Non-Religious
BOWLING GREEN STATE UNIVERSITY, OH	Single Institution	Doctoral Granting University	Public

Institution Name, State	Structure	Classification	Affiliation
BRADLEY UNIVERSITY, IL	Single Institution	Comprehensive University	Private, Non-Religious
BRENAU UNIVERSITY, GA	Single Institution	Comprehensive University	Private, Non-Religious
BRESCIA COLLEGE, INC, KY	Single Institution	Baccalaureate College	Private, Religious
BRIDGEWATER COLLEGE, VA	Single Institution	Baccalaureate College	Private, Non-Religious
BRIDGEWATER STATE COLLEGE, MA	Campus w/in a System	Comprehensive University	Public
BRISTOL COMMUNITY COLLEGE, MA	Campus w/in a System	Two-Year College	Public
BROOKLYN COLLEGE CUNY, NY	Campus w/in a System	Comprehensive University	Public
BROOME COMMUNITY COLLEGE, NY	Campus w/in a System	Two-Year College	Public
BRYAN COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
BRYANT COLLEGE, RI	Single Institution	Specialized Institution	Private, Non-Religious
BUCKNELL UNIVERSITY, PA	Single Institution	Comprehensive University	Private, Non-Religious
BUCKS COUNTY COMMUNITY COLLEGE, PA	Single Institution	Two-Year College	Public
BURLINGTON COLLEGE, VT	Single Institution	Baccalaureate College	Private, Non-Religious
BUTLER COUNTY COMMUNITY COLLEGE, KS	Main Campus of System	Two-Year College	Public
CABRINI COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
CALIFORNIA COLLEGE OF PODIATRIC MEDICINE, CA	Single Institution	Specialized Institution	Public
CALIFORNIA INSTITUTE OF THE ARTS, CA	Single Institution	Specialized Institution	Private, Non-Religious
CALIFORNIA POLYTECHNIC STATE UNIVERSITY, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-CHICO, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-FRESNO, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-HAYWARD, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-LONG BEACH, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-NORTHRIDGE, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-OFFICE OF CHANCELLOR, CA	Admin Office of System	Admin Office of a System	Public
CALIFORNIA STATE UNIVERSITY-SAN MARCOS, CA	Campus w/in a System	Comprehensive University	Public
CALIFORNIA STATE UNIVERSITY-STANISLAUS, CA	Campus w/in a System	Baccalaureate College	Public
CALIFORNIA UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Baccalaureate College	Public
CALVIN COLLEGE, MI	Single Institution	Baccalaureate College	Private, Religious
CAMPBELLSVILLE COLLEGE, KY	Single Institution	Comprehensive University	Private, Religious
CAPITAL UNIVERSITY, OH	Single Institution	Comprehensive University	Private, Religious
CARDINAL STRITCH COLLEGE, WI	Single Institution	Comprehensive University	Private, Religious
CARL SANDBURG COLLEGE, IL	Single Institution	Two-Year College	Public
CARROLL COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
CARSON-NEWMAN COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
CASTLE COLLEGE, NH	Single Institution	Two-Year College	Private, Religious
CASTLETON STATE COLLEGE, VT	Campus w/in a System	Baccalaureate College	Public
CATAWBA COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious
CATONSVILLE COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
CAYUGA COUNTY COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
CECIL COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public

Appendix A

Institution Name, State	Structure	Classification	Affiliation
CEDARVILLE COLLEGE, OH	Single Institution	Baccalaureate College	Private, Religious
CENTENARY COLLEGE OF LOUISIANA, LA	Single Institution	Baccalaureate College	Private, Religious
CENTRAL BAPTIST COLLEGE, AR	Single Institution	Baccalaureate College	Private, Religious
CENTRAL COLLEGE, IA	Single Institution	Baccalaureate College	Private, Religious
CENTRAL COMMUNITY COLLEGE, NE	Admin Office of System	Admin Office of a System	Public
CENTRAL METHODIST COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
CENTRAL MICHIGAN UNIVERSITY, MI	Single Institution	Comprehensive University	Public
CENTRAL MISSOURI STATE UNIVERSITY, MO	Single Institution	Comprehensive University	Public
CENTRAL PIEDMONT COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
CENTRAL VIRGINIA COMMUNITY COLLEGE, VA	Campus w/in a System	Two-Year College	Public
CENTRAL WASHINGTON UNIVERSITY, WA	Single Institution	Baccalaureate College	Public
CENTRALIA COLLEGE, WA	Single Institution	Two-Year College	Public
CHARLESTON SOUTHERN UNIVERSITY, SC	Single Institution	Comprehensive University	Private, Religious
CHATFIELD COLLEGE, OH	Single Institution	Two-Year College	Private, Religious
CHATHAM COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
CHATTAHOOCHEE TECHNICAL INSTITUTE, GA	Single Institution	Two-Year College	Public
CHICAGO SCHOOL OF PROF. PSYCHOLOGY, IL	Single Institution	Specialized Institution	Private, Non-Religious
CHICAGO STATE UNIVERSITY, IL	Campus w/in a System	Comprehensive University	Private, Non-Religious
CHIPOLA JUNIOR COLLEGE, FL	Single Institution	Two-Year College	Public
CHIPPEWA VALLEY TECHNICAL COLLEGE, WI	Single Institution	Two-Year College	Public
CHRISTOPHER NEWPORT UNIVERSITY, VA	Single Institution	Comprehensive University	Public
CHURCH DIVINITY SCHOOL, CA	Single Institution	Specialized Institution	Private, Religious
CINCINNATI TECHNICAL COLLEGE, OH	Single Institution	Two-Year College	Public
CITY COLLEGES OF CHICAGO, IL	Admin Office of System	Admin Office of a System	Public
CITY UNIVERSITY, WA	Admin Office of System	Admin Office of a System	Private, Non-Religious
CLACKAMAS COMMUNITY COLLEGE, OR	Single Institution	Two-Year College	Public
CLARION UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Baccalaureate College	Public
CLARK COLLEGE, WA	Single Institution	Two-Year College	Public
CLARK STATE COMMUNITY COLLEGE, OH	Single Institution	Two-Year College	Public
CLARKSON COLLEGE, NE	Single Institution	Specialized Institution	Private, Non-Religious
CLARKSON UNIVERSITY, NY	Single Institution	Doctoral Granting University	Private, Non-Religious
CLATSOP COMMUNITY COLLEGE, OR	Single Institution	Two-Year College	Public
CLEAR CREEK BAPTIST BIBLE COLLEGE, KY	Single Institution	Specialized Institution	Private, Religious
CLEARWATER CHRISTIAN COLLEGE, FL	Single Institution	Baccalaureate College	Private, Religious
CLEARY COLLEGE, MI	Admin Office of System	Admin Office of a System	Private, Non-Religious
CLEMSON UNIVERSITY, SC	Single Institution	Research University	Public
CLEVELAND COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
CLEVELAND INSTITUTE OF MUSIC, OH	Single Institution	Specialized Institution	Private, Non-Religious
CLEVELAND STATE UNIVERSITY, OH	Single Institution	Comprehensive University	Public
CLOVIS COMMUNITY COLLEGE, NM	Single Institution	Two-Year College	Public
COCHISE COLLEGE, AZ	Admin Office of System	Admin Office of a System	Public

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Institution Name, State	**Structure**	**Classification**	**Affiliation**
COFFEYVILLE COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
COGSWELL COLLEGE NORTH, WA	Single Institution	Specialized Institution	Private, Non-Religious
COKER COLLEGE, SC	Single Institution	Baccalaureate College	Private, Non-Religious
COLBY COLLEGE, ME	Single Institution	Baccalaureate College	Private, Non-Religious
COLDWELL COLLEGE, NJ	Single Institution	Doctoral Granting University	Private, Religious
COLGATE DIVINITY SCHOOL, NY	Single Institution	Specialized Institution	Private, Religious
COLGATE UNIVERSITY, NY	Single Institution	Baccalaureate College	Private, Non-Religious
COLLEGE FOR FINANCIAL PLANNING, CO	Single Institution	Specialized Institution	Private, Non-Religious
COLLEGE MISERICORDIA, PA	Single Institution	Baccalaureate College	Private, Religious
COLLEGE OF AERONAUTICS, DC	Single Institution	Specialized Institution	Private, Non-Religious
COLLEGE OF DUPAGE, IL	Single Institution	Two-Year College	Public
COLLEGE OF MARIN, CA	Single Institution	Two-Year College	Public
COLLEGE OF NEW ROCHELLE, NY	Single Institution	Comprehensive University	Private, Religious
COLLEGE OF NOTRE DAME, CA	Single Institution	Baccalaureate College	Private, Religious
COLLEGE OF SANTA FE, NM	Single Institution	Baccalaureate College	Private, Religious
COLLEGE OF ST. BENEDICT, MN	Single Institution	Baccalaureate College	Private, Religious
COLLEGE OF ST. MARY, NE	Single Institution	Baccalaureate College	Private, Religious
COLLEGE OF ST. ROSE, NY	Single Institution	Comprehensive University	Private, Non-Religious
COLLEGE OF ST. SCHOLASTICA, MN	Single Institution	Baccalaureate College	Private, Non-Religious
COLLEGE OF THE ATLANTIC, ME	Single Institution	Baccalaureate College	Private, Non-Religious
COLLEGE OF THE HOLY CROSS, MA	Single Institution	Baccalaureate College	Private, Religious
COLLEGE OF THE SISKIYOUS, CA	Main Campus of System	Two-Year College	Public
COLLIN COUNTY COMMUNITY COLLEGE, TX	Single Institution	Two-Year College	Public
COLORADO CHRISTIAN UNIVERSITY, CO	Main Campus of System	Comprehensive University	Private, Religious
COLORADO COLLEGE, CO	Single Institution	Baccalaureate College	Private, Non-Religious
COLORADO COMMUNITY COLLEGE, CO	Admin Office of System	Admin Office of a System	Public
COLORADO MOUNTAIN COLLEGE, CO	Single Institution	Two-Year College	Public
COLORADO NORTHWESTERN COMMUNITY COLLEGE, CO	Single Institution	Two-Year College	Public
COLORADO TECHNICAL COLLEGE, CO	Single Institution	Specialized Institution	Private, Non-Religious
COLUMBIA BIBLE COLLEGE AND SEMINARY, SC	Single Institution	Specialized Institution	Private, Religious
COLUMBIA COLLEGE, IL	Single Institution	Specialized Institution	Private, Non-Religious
COLUMBIA COLLEGE, MO	Single Institution	Baccalaureate College	Private, Non-Religious
COLUMBIA COLLEGE OF NURSING, WI	Single Institution	Specialized Institution	Private, Non-Religious
COLUMBIA STATE COMMUNITY COLLEGE, TN	Single Institution	Two-Year College	Public
COLUMBUS COLLEGE, GA	Campus w/in a System	Comprehensive University	Public
COLUMBUS STATE COMMUNITY COLLEGE, OH	Single Institution	Two-Year College	Public
COMMUNITY COLLEGE OF ALLEGHENY COUNTY, PA	Single Institution	Two-Year College	Public
COMMUNITY COLLEGE OF BEAVER COUNTY, PA	Single Institution	Two-Year College	Public
COMMUNITY COLLEGE OF DENVER, CO	Single Institution	Two-Year College	Public
COMMUNITY COLLEGE OF PHILADELPHIA, PA	Single Institution	Two-Year College	Public

Appendix A

Institution Name, State	Structure	Classification	Affiliation
COMMUNITY COLLEGE OF RHODE ISLAND, RI	Single Institution	Two-Year College	Public
CONCORDIA COLLEGE, MI	Single Institution	Baccalaureate College	Private, Religious
CONCORDIA COLLEGE, MN	Single Institution	Baccalaureate College	Private, Religious
CONCORDIA UNIVERSITY, CA	Single Institution	Baccalaureate College	Private, Religious
CONCORDIA UNIVERSITY, WI	Single Institution	Comprehensive University	Private, Religious
CONNECTICUT COLLEGE, CT	Single Institution	Baccalaureate College	Private, Non-Religious
CONNECTICUT COMMUNITY-TECHNICAL COLLEGE, CT	Admin Office of System	Admin Office of a System	Public
CONNECTICUT STATE UNIVERSITY SYSTEM, CT	Admin Office of System	Admin Office of a System	Public
CONNORS STATE COLLEGE, OK	Single Institution	Two-Year College	Public
CORNELL COLLEGE, IA	Single Institution	Baccalaureate College	Private, Non-Religious
COTLEY COLLEGE, MO	Single Institution	Two-Year College	Private, Non-Religious
COUNTY COLLEGE OF MORRIS, NJ	Single Institution	Two-Year College	Public
COVENANT COLLEGE, GA	Single Institution	Baccalaureate College	Private, Religious
CRAFTON HILLS COLLEGE, CA	Campus w/in a System	Two-Year College	Public
CUESTA COLLEGE, CA	Single Institution	Two-Year College	Public
CUNY GRADUATE SCHOOL & UNIVERSITY CENTER, NY	Campus w/in a System	Specialized Institution	Public
CURRY COLLEGE, MA	Single Institution	Comprehensive University	Private, Non-Religious
D'YOUVILLE COLLEGE, NY	Single Institution	Baccalaureate College	Private, Non-Religious
DAKOTA WESLEYAN UNIVERSITY, SD	Single Institution	Baccalaureate College	Private, Religious
DALLAS COUNTY COMMUNITY COLLEGE DISTRICT, TX	Admin Office of System	Admin Office of a System	Public
DANIEL WEBSTER COLLEGE, NH	Single Institution	Specialized Institution	Private, Non-Religious
DARTON COLLEGE, GA	Campus w/in a System	Two-Year College	Public
DAVIDSON COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious
DAVIS & ELKINS COLLEGE, WV	Single Institution	Baccalaureate College	Private, Religious
DAWSON COMMUNITY COLLEGE, MT	Single Institution	Two-Year College	Public
DEFIANCE COLLEGE, OH	Single Institution	Baccalaureate College	Private, Religious
DEKALB COLLEGE, GA	Single Institution	Two-Year College	Public
DELTA COLLEGE, MI	Single Institution	Two-Year College	Public
DELTA STATE UNIVERSITY, MS	Single Institution	Doctoral Granting University	Public
DES MOINES AREA COMMUNITY COLLEGE, IA	Main Campus of System	Two-Year College	Public
DICKINSON COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
DIXIE COLLEGE, UT	Single Institution	Two-Year College	Public
DOANE COLLEGE, NE	Main Campus of System	Baccalaureate College	Private, Religious
DORDT COLLEGE, IA	Single Institution	Baccalaureate College	Private, Religious
DRAKE UNIVERSITY, IA	Single Institution	Doctoral Granting University	Private, Non-Religious
DRURY COLLEGE, MO	Single Institution	Comprehensive University	Private, Non-Religious
DUKE UNIVERSITY, NC	Single Institution	Research University	Private, Non-Religious
DULUTH TECHNICAL COLLEGE, MN	Single Institution	Two-Year College	Public
DUNDALK COMMUNITY COLLEGE, MD	Campus w/in a System	Two-Year College	Public

Institution Name, State	Structure	Classification	Affiliation
DYERSBURG STATE COMMUNITY COLLEGE, TN	Single Institution	Two-Year College	Public
EARLHAM COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
EAST ARKANSAS COMMUNITY COLLEGE, AR	Single Institution	Two-Year College	Public
EAST CAROLINA UNIVERSITY, NC	Campus w/in a System	Comprehensive University	Public
EAST CENTRAL COLLEGE, MO	Single Institution	Two-Year College	Public
EAST STROUDSBURG UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Comprehensive University	Public
EAST TEXAS BAPTIST UNIVERSITY, TX	Single Institution	Baccalaureate College	Private, Religious
EAST TEXAS STATE UNIVERSITY, TX	Single Institution	Doctoral Granting University	Public
EASTERN CONNECTICUT STATE UNIVERSITY, CT	Campus w/in a System	Comprehensive University	Public
EASTERN ILLINOIS UNIVERSITY, IL	Campus w/in a System	Comprehensive University	Public
EASTERN MENNONITE COLLEGE & SEMINARY, VA	Single Institution	Baccalaureate College	Private, Religious
EASTERN MICHIGAN UNIVERSITY, MI	Single Institution	Comprehensive University	Public
EASTERN MONTANA COLLEGE, MT	Campus w/in a System	Baccalaureate College	Public
EASTERN NEW MEXICO UNIVERSITY, NM	Main Campus of System	Comprehensive University	Public
EASTERN OREGON STATE COLLEGE, OR	Campus w/in a System	Comprehensive University	Public
EASTERN WASHINGTON UNIVERSITY, WA	Single Institution	Comprehensive University	Public
EASTERN WYOMING COLLEGE, WY	Single Institution	Two-Year College	Public
EDGEWOOD COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
EDINBORO UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Comprehensive University	Public
EL CENTRO COLLEGE, TX	Campus w/in a System	Two-Year College	Public
ELIZABETHTOWN COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
ELLSWORTH COMMUNITY COLLEGE, IA	Campus w/in a System	Two-Year College	Public
ELMHURST COLLEGE, IL	Single Institution	Baccalaureate College	Private, Religious
ELMIRA COLLEGE, NY	Single Institution	Baccalaureate College	Private, Non-Religious
EMBRY RIDDLE AERONAUTICAL UNIVERSITY, FL	Admin Office of System	Admin Office of a System	Private, Non-Religious
EMERSON COLLEGE, MA	Single Institution	Comprehensive University	Private, Non-Religious
EMPORIA STATE UNIVERSITY, KS	Single Institution	Doctoral Granting University	Public
EPISCOPAL SEMINARY OF THE SOUTHWEST, TX	Single Institution	Specialized Institution	Private, Religious
ERIE COMMUNITY COLLEGE, NY	Admin Office of System	Admin Office of a System	Public
EUREKA COLLEGE, IL	Single Institution	Baccalaureate College	Private, Religious
EVANGEL COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
EVANGELICAL SEMINARY OF PUERTO RICO, PR	Single Institution	Specialized Institution	Private, Religious
FAIRFIELD UNIVERSITY, CT	Single Institution	Comprehensive University	Private, Non-Religious
FAIRLEIGH DICKINSON UNIVERSITY, NJ	Single Institution	Comprehensive University	Private, Non-Religious
FAITH BAPTIST BIBLE COLLEGE & SEMINARY, IA	Single Institution	Specialized Institution	Private, Religious
FASHION INSTITUTE OF TECHNOLOGY, NY	Single Institution	Specialized Institution	Public
FEATHER RIVER COLLEGE, CA	Single Institution	Two-Year College	Public
FELICIAN COLLEGE, NJ	Single Institution	Baccalaureate College	Private, Religious
FERRUM COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
FITCHBURG STATE COLLEGE, MA	Campus w/in a System	Comprehensive University	Public

Institution Name, State	Structure	Classification	Affiliation
FLATHEAD VALLEY COMMUNITY COLLEGE, MT	Single Institution	Two-Year College	Public
FLORIDA ATLANTIC UNIVERSITY, FL	Campus w/in a System	Doctoral Granting University	Public
FLORIDA COMMUNITY COLLEGE, FL	Admin Office of System	Admin Office of a System	Public
FLORIDA INTERNATIONAL UNIVERSITY, FL	Campus w/in a System	Doctoral Granting University	Public
FLOYD COLLEGE, GA	Single Institution	Two-Year College	Public
FONTBONNE COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
FORT HAYS STATE UNIVERSITY, KS	Single Institution	Comprehensive University	Public
FRAMINGHAM STATE COLLEGE, MA	Campus w/in a System	Baccalaureate College	Public
FRANCIS MARION UNIVERSITY, SC	Single Institution	Comprehensive University	Public
FRANCISCAN SCHOOL OF THEOLOGY, CA	Single Institution	Specialized Institution	Private, Religious
FRANKLIN & MARSHALL COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
FRANKLIN COLLEGE OF INDIANA, IN	Single Institution	Baccalaureate College	Private, Religious
FRANKLIN PIERCE COLLEGE, NH	Single Institution	Baccalaureate College	Private, Non-Religious
FRANKLIN UNIVERSITY, OH	Single Institution	Baccalaureate College	Private, Non-Religious
FREDERICK COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
FRESNO CITY COLLEGE, CA	Main Campus of System	Two-Year College	Public
FRESNO PACIFIC COLLEGE, CA	Single Institution	Baccalaureate College	Private, Religious
FRIENDS UNIVERSITY, KS	Single Institution	Comprehensive University	Private, Non-Religious
FROSTBURG STATE UNIVERSITY, MD	Campus w/in a System	Comprehensive University	Public
FULTON-MONTGOMERY COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
FURMAN UNIVERSITY, SC	Single Institution	Baccalaureate College	Private, Non-Religious
GAINESVILLE COLLEGE, GA	Campus w/in a System	Two-Year College	Public
GALLAUDET UNIVERSITY, DC	Single Institution	Doctoral Granting University	Private, Non-Religious
GANNON UNIVERSITY, PA	Single Institution	Comprehensive University	Private, Religious
GARDNER-WEBB UNIVERSITY, NC	Single Institution	Baccalaureate College	Private, Religious
GATEWAY COMMUNITY TECHNICAL COLLEGE, CT	Campus w/in a System	Two-Year College	Public
GATEWAY TECHNICAL COLLEGE, WI	Single Institution	Two-Year College	Public
GENESEE COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
GEORGE MASON UNIVERSITY, VA	Single Institution	Comprehensive University	Public
GEORGETOWN COLLEGE, KY	Single Institution	Baccalaureate College	Private, Religious
GEORGIA INSTITUTE OF TECHNOLOGY, GA	Single Institution	Research University	Public
GEORGIA SOUTHERN UNIVERSITY, GA	Single Institution	Comprehensive University	Public
GEORGIA STATE UNIVERSITY, GA	Single Institution	Doctoral Granting University	Public
GEORGIA SOUTHWESTERN COLLEGE, GA	Campus w/in a System	Baccalaureate College	Public
GEORGIAN COURT COLLEGE, NJ	Single Institution	Baccalaureate College	Private, Religious
GETTYSBURG COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
GLENDALE COMMUNITY COLLEGE, AZ	Campus w/in a System	Two-Year College	Public
GODDARD COLLEGE, VT	Single Institution	Comprehensive University	Private, Non-Religious
GOLDEN GATE BAPTIST THEOLOGICAL SEMINARY, CA	Single Institution	Specialized Institution	Private, Religious
GOLDEN GATE UNIVERSITY, CA	Single Institution	Doctoral Granting University	Private, Non-Religious
GOLDEY-BEACON COLLEGE, DE	Single Institution	Specialized Institution	Private, Non-Religious

Institution Name, State	Structure	Classification	Affiliation
GORDON COLLEGE, MA	Single Institution	Baccalaureate College	Private, Religious
GOSHEN COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
GOVERNORS STATE UNIVERSITY, IL	Single Institution	Comprehensive University	Public
GRAMBLING STATE UNIVERSITY, LA	Single Institution	Doctoral Granting University	Public
GRAND CANYON UNIVERSITY, AZ	Single Institution	Comprehensive University	Private, Religious
GRAND RAPIDS BAPTIST COLLEGE & SEMINARY, MI	Single Institution	Comprehensive University	Private, Religious
GRAND VALLEY STATE UNIVERSITY, MI	Single Institution	Comprehensive University	Public
GRAND VIEW COLLEGE, IA	Single Institution	Baccalaureate College	Private, Religious
GREEN MOUNTAIN COLLEGE, VT	Single Institution	Baccalaureate College	Private, Non-Religious
GUILFORD COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious
GULF COAST COMMUNITY COLLEGE, FL	Single Institution	Two-Year College	Public
GUSTAVUS ADOLPHUS COLLEGE, MN	Single Institution	Baccalaureate College	Private, Religious
HAMLINE UNIVERSITY, MN	Single Institution	Comprehensive University	Private, Religious
HANOVER COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
HARDING UNIVERSITY GRADUATE SCHOOL, TN	Admin Office of System	Admin Office of a System	Private, Religious
HARFORD COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
HARTFORD GRADUATE CENTER, CT	Main Campus of System	Specialized Institution	Private, Non-Religious
HARTFORD SEMINARY, CT	Single Institution	Specialized Institution	Private, Non-Religious
HASTINGS COLLEGE, NE	Single Institution	Baccalaureate College	Private, Religious
HAZARD COMMUNITY COLLEGE, KY	Campus w/in a System	Two-Year College	Public
HENDERSON STATE UNIVERSITY, AR	Single Institution	Baccalaureate College	Public
HENDRIX COLLEGE, AR	Single Institution	Baccalaureate College	Private, Religious
HINDS COMMUNITY COLLEGE, MS	Main Campus of System	Two-Year College	Public
HIRAM COLLEGE, OH	Single Institution	Baccalaureate College	Private, Non-Religious
HOBART & WILLIAM SMITH COLLEGES, NY	Single Institution	Baccalaureate College	Private, Non-Religious
HOLY CROSS COLLEGE, IN	Single Institution	Two-Year College	Private, Religious
HOLY NAMES COLLEGE, CA	Single Institution	Baccalaureate College	Private, Religious
HOOD COLLEGE, MD	Single Institution	Comprehensive University	Private, Non-Religious
HORRY-GEORGETOWN TECHNICAL COLLEGE, SC	Campus w/in a System	Two-Year College	Public
HOUGHTON COLLEGE, NY	Single Institution	Baccalaureate College	Private, Religious
HOUSATONIC COMMUNITY COLLEGE, CT	Single Institution	Two-Year College	Public
HOUSTON BAPTIST UNIVERSITY, TX	Single Institution	Comprehensive University	Private, Religious
HOWARD COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
HOWARD PAYNE UNIVERSITY, TX	Single Institution	Baccalaureate College	Private, Religious
HUDSON COUNTY COMMUNITY COLLEGE, NJ	Single Institution	Two-Year College	Public
HUDSON VALLEY COMMUNITY COLLEGE, NY	Campus w/in a System	Two-Year College	Public
HUNTINGTON COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
IDAHO STATE UNIVERSITY, ID	Single Institution	Doctoral Granting University	Public
ILLINOIS CENTRAL COLLEGE, IL	Single Institution	Two-Year College	Public
ILLINOIS COLLEGE, IL	Single Institution	Baccalaureate College	Private, Non-Religious
ILLINOIS STATE UNIVERSITY, IL	Campus w/in a System	Doctoral Granting University	Public

Appendix A

Institution Name, State	Structure	Classification	Affiliation
ILLINOIS WESLEYAN UNIVERSITY, IL	Single Institution	Baccalaureate College	Private, Non-Religious
INDEPENDENCE COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
INDIANA STATE UNIVERSITY, IN	Single Institution	Doctoral Granting University	Public
INDIANA UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Doctoral Granting University	Public
INDIANA UNIVERSITY-PURDUE UNIVERSITY – FT. WAYNE CAMPUS, IN	Campus w/in a System	Comprehensive University	Public
INDIANA VOCATIONAL TECHNICAL COLLEGE, IN	Campus w/in a System	Two-Year College	Public
INGRAM STATE COMMUNITY COLLEGE, AL	Single Institution	Two-Year College	Public
INSTITUTE OF PAPER SCIENCE & TECHNOLOGY, GA	Single Institution	Research University	Private, Non-Religious
INSTITUTE OF TRANSPERSONAL PSYCHOLOGY, CA	Single Institution	Doctoral Granting University	Private, Non-Religious
INTER AMERICAN UNIVERSITY OF PUERTO RICO – AQUADILLA, PR	Campus w/in a System	Baccalaureate College	Private, Religious
INTER AMERICAN UNIVERSITY OF PUERTO RICO – BARRANQUITAS, PR	Campus w/in a System	Baccalaureate College	Private, Non-Religious
INTER AMERICAN UNIVERSITY OF PUERTO RICO – SAN JUAN, PR	Admin Office of System	Admin Office of a System	Private, Religious
INTERDENOMINATIONAL THEOLOGICAL CENTER, GA	Single Institution	Specialized Institution	Private, Religious
INTERNATIONAL COLLEGE, FL	Main Campus of System	Baccalaureate College	Private, Non-Religious
INTERNATIONAL SCHOOL OF THEOLOGY, CA	Single Institution	Specialized Institution	Public
IOWA CENTRAL COMMUNITY COLLEGE, IA	Single Institution	Two-Year College	Public
IOWA LAKES COMMUNITY COLLEGE, IA	Single Institution	Two-Year College	Public
IOWA STATE UNIVERSITY, IA	Single Institution	Research University	Public
IOWA VALLEY COMMUNITY COLLEGE DISTRICT, IA	Admin Office of System	Admin Office of a System	Public
ITHACA COLLEGE, NY	Single Institution	Comprehensive University	Private, Non-Religious
JACKSONVILLE STATE UNIVERSITY, AL	Main Campus of System	Comprehensive University	Private, Religious
JAMES SPRUNT COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
JAMESTOWN COLLEGE, ND	Single Institution	Baccalaureate College	Private, Religious
JARVIS CHRISTIAN COLLEGE, TX	Single Institution	Baccalaureate College	Private, Non-Religious
JEFFERSON TECHNICAL COLLEGE, OH	Single Institution	Two-Year College	Public
JOHN B. STETSON UNIVERSITY, FL	Single Institution	Comprehensive University	Private, Non-Religious
JOHN F. KENNEDY UNIVERSITY, CA	Single Institution	Specialized Institution	Private, Non-Religious
JOHN TYLER COMMUNITY COLLEGE, VA	Single Institution	Two-Year College	Public
JOHN WOOD COMMUNITY COLLEGE, IL	Single Institution	Two-Year College	Public
JOHNSON & WALES UNIVERSITY, RI	Single Institution	Comprehensive University	Private, Non-Religious
JOHNSON COUNTY COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
JUDSON COLLEGE, AL	Single Institution	Baccalaureate College	Private, Religious
JUDSON COLLEGE, IL	Single Institution	Baccalaureate College	Private, Religious
JUNIATA COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
KELLOGG COMMUNITY COLLEGE, MI	Single Institution	Two-Year College	Public
KENDALL COLLEGE OF ART & DESIGN, MI	Single Institution	Specialized Institution	Private, Non-Religious
KENNESAW STATE COLLEGE, GA	Single Institution	Comprehensive University	Public
KENRICK-GLENNON SEMINARY, MO	Single Institution	Specialized Institution	Private, Religious

Institution Name, State	Structure	Classification	Affiliation
KENT STATE UNIVERSITY, OH	Main Campus of System	Doctoral Granting University	Public
KEUKA COLLEGE, NY	Single Institution	Baccalaureate College	Private, Religious
KILIAN COMMUNITY COLLEGE, SD	Single Institution	Two-Year College	Private, Non-Religious
KING COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
KINGS COLLEGE, PA	Single Institution	Comprehensive University	Private, Religious
KINGS RIVER COLLEGE, CA	Campus w/in a System	Two-Year College	Public
KIRKWOOD COMMUNITY COLLEGE, IA	Single Institution	Two-Year College	Public
KIRTLAND COMMUNITY COLLEGE, MI	Single Institution	Two-Year College	Public
KISHWAUKEE COLLEGE, IL	Single Institution	Two-Year College	Public
LA GRANGE COLLEGE, GA	Single Institution	Baccalaureate College	Private, Religious
LA SALLE UNIVERSITY, PA	Single Institution	Comprehensive University	Private, Religious
LABETTE COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
LABORATORY INSTITUTE OF MERCHANDISING, NY	Single Institution	Specialized Institution	Private, Non-Religious
LAC COURTE OREILLES OJIBWA COMMUNITY COLLEGE, WI	Single Institution	Two-Year College	Public
LAFAYETTE COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
LAKE SUPERIOR STATE UNIVERSITY, MI	Single Institution	Baccalaureate College	Public
LAKELAND COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
LAKELAND COMMUNITY COLLEGE, OH	Single Institution	Two-Year College	Public
LAMAR UNIVERSITY AT ORANGE, TX	Campus w/in a System	Two-Year College	Public
LAMAR UNIVERSITY SYSTEM, TX	Main Campus of System	Comprehensive University	Public
LANCASTER BIBLE COLLEGE, PA	Single Institution	Specialized Institution	Private, Religious
LANDER UNIVERSITY, SC	Single Institution	Baccalaureate College	Public
LANGSTON UNIVERSITY, OK	Single Institution	Baccalaureate College	Public
LANSING COMMUNITY COLLEGE, MI	Single Institution	Two-Year College	Public
LAREDO JUNIOR COLLEGE, TX	Single Institution	Two-Year College	Public
LASSEN COLLEGE, CA	Single Institution	Two-Year College	Public
LE MOYNE COLLEGE, NY	Single Institution	Baccalaureate College	Private, Religious
LEBANON VALLEY COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
LEE COLLEGE, TX	Single Institution	Two-Year College	Public
LEHIGH COUNTY COMMUNITY COLLEGE, PA	Single Institution	Two-Year College	Public
LEHIGH UNIVERSITY, PA	Single Institution	Doctoral Granting University	Private, Non-Religious
LEMOYNE-OWEN COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
LESLEY COLLEGE, MA	Single Institution	Other Doctoral Granting University	Private, Non-Religious
LETOURNEAU UNIVERSITY, TX	Single Institution	Comprehensive University	Private, Religious
LEWIS-CLARK STATE COLLEGE, ID	Single Institution	Comprehensive University	Public
LEXINGTON COMMUNITY COLLEGE, KY	Single Institution	Two-Year College	Public
LIMA TECHNICAL COLLEGE, OH	Single Institution	Two-Year College	Public
LIMESTONE COLLEGE, SC	Single Institution	Baccalaureate College	Private, Non-Religious
LINCOLN CHRISTIAN COLLEGE AND SEMINARY, IL	Single Institution	Specialized Institution	Private, Religious
LINDSEY WILSON COLLEGE, KY	Single Institution	Baccalaureate College	Private, Religious

Appendix A

Institution Name, State	Structure	Classification	Affiliation
LOCK HAVEN UNIVERSITY, PA	Campus w/in a System	Comprehensive University	Public
LONG BEACH COMMUNITY COLLEGE DISTRICT, CA	Single Institution	Two-Year College	Public
LONG ISLAND UNIVERSITY, NJ	Single Institution	Doctoral Granting University	Private, Non-Religious
LONGWOOD COLLEGE, VA	Single Institution	Comprehensive University	Public
LORAIN COUNTY COMMUNITY COLLEGE, OH	Single Institution	Two-Year College	Public
LOS ANGELES COLLEGE OF CHIROPRACTIC, CA	Single Institution	Specialized Institution	Private, Non-Religious
LOS ANGELES COMMUNITY COLLEGE DISTRICT, CA	Admin Office of System	Admin Office of a System	Public
LOS MEDANOS COLLEGE, CA	Campus w/in a System	Two-Year College	Public
LOUISIANA STATE UNIVERSITY, LA	Campus w/in a System	Research University	Public
LOUISIANA STATE UNIVERSITY – EUNICE, LA	Campus w/in a System	Two-Year College	Public
LOUISIANA STATE UNIVERSITY – SHREVEPORT, LA	Campus w/in a System	Comprehensive University	Public
LOUISIANA STATE UNIVERSITY – SYSTEM, LA	Admin Office of System	Admin Office of a System	Public
LOYOLA MARYMOUNT UNIVERSITY, CA	Single Institution	Baccalaureate College	Private, Religious
LOYOLA UNIVERSITY, LA	Single Institution	Comprehensive University	Private, Religious
LUBBOCK CHRISTIAN UNIVERSITY, TX	Single Institution	Baccalaureate College	Private, Religious
LUTHERAN THEOLOGICAL SOUTHERN SEMINARY, SC	Single Institution	Specialized Institution	Private, Religious
LYNDON STATE COLLEGE, VT	Campus w/in a System	Baccalaureate College	Public
MACCORMAC JUNIOR COLLEGE, IL	Single Institution	Two-Year College	Private, Non-Religious
MAGNOLIA BIBLE COLLEGE, MS	Single Institution	Specialized Institution	Private, Religious
MANCHESTER COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
MANHATTAN CHRISTIAN COLLEGE, KS	Single Institution	Specialized Institution	Private, Religious
MANHATTAN COLLEGE, NY	Single Institution	Comprehensive University	Private, Religious
MANSFIELD UNIVERSITY, PA	Campus w/in a System	Comprehensive University	Public
MARIAN COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
MARICOPA COMMUNITY COLLEGES, AZ	Admin Office of System	Admin Office of a System	Public
MARIETTA COLLEGE, OH	Single Institution	Baccalaureate College	Private, Non-Religious
MARION MILITARY INSTITUTE, AL	Single Institution	Two-Year College	Private, Non-Religious
MARQUETTE UNIVERSITY, WI	Single Institution	Doctoral Granting University	Private, Religious
MARTIN COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
MARY BALDWIN COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
MARYGROVE COLLEGE, MI	Single Institution	Baccalaureate College	Private, Religious
MARYKNOLL SCHOOL OF THEOLOGY, NY	Single Institution	Specialized Institution	Private, Religious
MARYLAND INSTITUTE, COLLEGE OF ART, MD	Single Institution	Specialized Institution	Private, Non-Religious
MARYLHURST COLLEGE, OR	Single Institution	Baccalaureate College	Private, Religious
MARYMOUNT COLLEGE, CA	Single Institution	Two-Year College	Private, Religious
MARYVILLE COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
MARYVILLE UNIVERSITY, MO	Single Institution	Comprehensive University	Private, Non-Religious
MARYWOOD COLLEGE, PA	Single Institution	Comprehensive University	Private, Religious
MAYVILLE STATE UNIVERSITY, ND	Campus w/in a System	Baccalaureate College	Public
MCCOOK COMMUNITY COLLEGE, NE	Campus w/in a System	Two-Year College	Public
MCHENRY COUNTY COLLEGE, IL	Single Institution	Two-Year College	Public

Institution Name, State	Structure	Classification	Affiliation
MCMURRY UNIVERSITY, TX	Single Institution	Baccalaureate College	Private, Religious
MCNEESE STATE UNIVERSITY, LA	Single Institution	Comprehensive University	Public
MEMPHIS STATE UNIVERSITY, TN	Single Institution	Doctoral Granting University	Public
MEMPHIS THEOLOGICAL SEMINARY, TN	Single Institution	Specialized Institution	Private, Religious
MERCER COUNTY COMMUNITY COLLEGE, NJ	Single Institution	Two-Year College	Public
MERCER UNIVERSITY, GA	Single Institution	Comprehensive University	Private, Religious
MERRIMACK COLLEGE, MA	Single Institution	Comprehensive University	Private, Religious
METROPOLITAN STATE COLLEGE OF DENVER, CO	Campus w/in a System	Baccalaureate College	Public
MICHIGAN TECHNOLOGICAL UNIVERSITY, MI	Single Institution	Doctoral Granting University	Public
MID AMERICA NAZARENE COLLEGE, KS	Single Institution	Baccalaureate College	Private, Religious
MIDDLE TENNESSEE STATE UNIVERSITY, TN	Campus w/in a System	Doctoral Granting University	Public
MIDLAND LUTHERAN COLLEGE, NE	Single Institution	Baccalaureate College	Private, Religious
MIDWAY COLLEGE, KY	Single Institution	Baccalaureate College	Private, Religious
MIDWESTERN STATE UNIVERSITY, TX	Single Institution	Comprehensive University	Private, Non-Religious
MILLERSVILLE UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Baccalaureate College	Public
MILLIKIN UNIVERSITY, IL	Single Institution	Baccalaureate College	Private, Non-Religious
MILLS COLLEGE, CA	Single Institution	Baccalaureate College	Private, Non-Religious
MILWAUKEE INSTITUTE OF ART & DESIGN, WI	Single Institution	Specialized Institution	Private, Non-Religious
MINNEAPOLIS COLLEGE OF ART AND DESIGN, MN	Single Institution	Specialized Institution	Private, Non-Religious
MINNESOTA BIBLE COLLEGE, MN	Single Institution	Specialized Institution	Private, Religious
MINNESOTA COMMUNITY COLLEGES – SYSTEM, MN	Admin Office of System	Admin Office of a System	Public
MINNESOTA STATE UNIVERSITIES, MN	Admin Office of System	Admin Office of a System	Public
MIRACOSTA COLLEGE, CA	Single Institution	Two-Year College	Public
MISSION COLLEGE, CA	Campus w/in a System	Two-Year College	Public
MISSISSIPPI GULF COAST COMMUNITY COLLEGE, MS	Admin Office of System	Admin Office of a System	Public
MISSISSIPPI STATE UNIVERSITY, MS	Campus w/in a System	Research University	Public
MISSISSIPPI UNIVERSITY FOR WOMEN, MS	Campus w/in a System	Baccalaureate College	Public
MISSOULA VOCATIONAL TECHNICAL CENTER, MI	Single Institution	Two-Year College	Public
MISSOURI SOUTHERN STATE COLLEGE, MO	Single Institution	Baccalaureate College	Public
MISSOURI VALLEY COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
MITCHELL COLLEGE, CT	Single Institution	Two-Year College	Private, Non-Religious
MODESTO JUNIOR COLLEGE, CA	Campus w/in a System	Two-Year College	Public
MOHAWK VALLEY COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
MOLLOY COLLEGE, NJ	Single Institution	Baccalaureate College	Private, Non-Religious
MONMOUTH COLLEGE, NJ	Single Institution	Comprehensive University	Private, Non-Religious
MONTANA STATE UNIVERSITY, MT	Campus w/in a System	Doctoral Granting University	Public
MONTCALM COMMUNITY COLLEGE, MI	Single Institution	Two-Year College	Public
MONTCLAIR STATE COLLEGE, NJ	Single Institution	Comprehensive University	Public
MONTGOMERY COMMUNITY COLLEGE, NC	Campus w/in a System	Two-Year College	Public
MOORHEAD STATE UNIVERSITY, MN	Campus w/in a System	Comprehensive University	Public

Institution Name, State	Structure	Classification	Affiliation
MOORPACK COLLEGE, CA	Campus w/in a System	Two-Year College	Public
MOTLOW STATE COMMUNITY COLLEGE, TN	Single Institution	Two-Year College	Public
MOUNT MERCY COLLEGE, IA	Single Institution	Baccalaureate College	Private, Religious
MOUNT SAN JACINTO COMMUNITY COLLEGE DISTRICT, TX	Single Institution	Two-Year College	Public
MOUNT UNION COLLEGE, OH	Single Institution	Baccalaureate College	Private, Religious
MUHLENBERG COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
MULTNOMAH BIBLE COLLEGE & SEMINARY, OR	Single Institution	Specialized Institution	Private, Religious
MURRAY STATE COLLEGE, OK	Single Institution	Two-Year College	Public
MUSKEGON COMMUNITY COLLEGE, MI	Single Institution	Two-Year College	Public
MUSKINGUM COLLEGE, OH	Single Institution	Baccalaureate College	Private, Religious
NAES COLLEGE, IL	Single Institution	Baccalaureate College	Private, Non-Religious
NAPA VALLEY COLLEGE, CA	Single Institution	Two-Year College	Public
NASH COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
NASHOTAH HOUSE, WI	Single Institution	Specialized Institution	Private, Religious
NASHVILLE STATE TECHNICAL INSTITUTE, TN	Campus w/in a System	Two-Year College	Public
NASSAU COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
NATIONAL COLLEGE OF CHIROPRACTIC, IL	Single Institution	Doctoral Granting University	Private, Non-Religious
NATIONAL TECHNOLOGICAL UNIVERSITY, CO	Single Institution	Specialized Institution	Private, Non-Religious
NAUGATUCK VALLEY COMMUNITY-TECHNICAL COLLEGE, CT	Campus w/in a System	Two-Year College	Public
NAZARENE THEOLOGICAL SEMINARY, MO	Single Institution	Specialized Institution	Private, Religious
NAZARETH COLLEGE OF ROCHESTER, NY	Single Institution	Comprehensive University	Private, Non-Religious
NEOSHO COUNTY COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
NEUMANN COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
NEW HAMPSHIRE COLLEGE, NH	Single Institution	Comprehensive University	Private, Non-Religious
NEW HAMPSHIRE TECHNICAL COLLEGE, NH	Campus w/in a System	Baccalaureate College	Public
NEW MEXICO HIGHLANDS UNIVERSITY, NM	Single Institution	Comprehensive University	Public
NEW MEXICO STATE UNIVERSITY – ALAMOGORDO, NM	Campus w/in a System	Two-Year College	Public
NICHOLS COLLEGE, MA	Main Campus of System	Specialized Institution	Private, Non-Religious
NORTH ADAMS STATE COLLEGE, MA	Campus w/in a System	Baccalaureate College	Public
NORTH ARKANSAS COMMUNITY TECHNICAL COLLEGE, AR	Single Institution	Two-Year College	Public
NORTH CAROLINA COMMUNITY COLLEGE SYSTEM, NC	Admin Office of System	Admin Office of a System	Public
NORTH CENTRAL MISSOURI COLLEGE, MO	Single Institution	Two-Year College	Public
NORTH DAKOTA STATE UNIVERSITY-BOTTINEAU, ND	Campus w/in a System	Two-Year College	Public
NORTH DAKOTA UNIVERSITY SYSTEM, ND	Admin Office of System	Admin Office of a System	Public
NORTHAMPTON COMMUNITY COLLEGE, PA	Single Institution	Two-Year College	Public
NORTHEAST LOUISIANA UNIVERSITY, LA	Single Institution	Comprehensive University	Public
NORTHEAST MISSISSIPPI COMMUNITY COLLEGE, MS	Single Institution	Two-Year College	Public
NORTHEAST MISSOURI STATE UNIVERSITY, MO	Single Institution	Specialized Institution	Public

Institution Name, State	Structure	Classification	Affiliation
NORTHEAST STATE TECHNICAL COMMUNITY COLLEGE, TN	Campus w/in a System	Two-Year College	Public
NORTHEAST TEXAS COMMUNITY COLLEGE, TX	Single Institution	Two-Year College	Public
NORTHEASTERN OHIO UNIVERSITY COLLEGE OF MEDICINE, OH	Single Institution	Specialized Institution	Public
NORTHERN ARIZONA UNIVERSITY, AZ	Single Institution	Doctoral Granting University	Public
NORTHERN ILLINOIS UNIVERSITY, IL	Campus w/in a System	Doctoral Granting University	Public
NORTHERN KENTUCKY UNIVERSITY, KY	Single Institution	Comprehensive University	Public
NORTHERN MAINE TECHNICAL COLLEGE, ME	Campus w/in a System	Two-Year College	Public
NORTHERN MICHIGAN UNIVERSITY, MI	Single Institution	Comprehensive University	Public
NORTHERN MONTANA COLLEGE, MT	Single Institution	Comprehensive University	Public
NORTHERN STATE UNIVERSITY, SD	Campus w/in a System	Comprehensive University	Public
NORTHERN VIRGINIA COMMUNITY COLLEGE, VA	Single Institution	Two-Year College	Public
NORTHERN WYOMING COMMUNITY COLLEGE DISTRICT, WY	Single Institution	Two-Year College	Public
NORTHLAND COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
NORTHWEST COLLEGE, WA	Single Institution	Baccalaureate College	Private, Religious
NORTHWEST COLLEGE, WY	Single Institution	Two-Year College	Public
NORTHWEST IOWA COMMUNITY COLLEGE, IA	Single Institution	Two-Year College	Public
NORTHWEST MISSOURI STATE UNIVERSITY, MO	Single Institution	Comprehensive University	Public
NORTHWESTERN COLLEGE, MN	Single Institution	Baccalaureate College	Private, Religious
NORTHWESTERN COLLEGE OF CHIROPRACTIC, MN	Single Institution	Specialized Institution	Private, Non-Religious
NORTHWESTERN MICHIGAN COLLEGE, MI	Single Institution	Two-Year College	Public
NORWALK COMMUNITY-TECHNICAL COLLEGE, CT	Campus w/in a System	Two-Year College	Public
NORWICH UNIVERSITY, VT	Single Institution	Comprehensive University	Private, Non-Religious
NOTRE DAME COLLEGE, NH	Single Institution	Comprehensive University	Private, Religious
NOTRE DAME COLLEGE OF OHIO, OH	Single Institution	Baccalaureate College	Private, Religious
NOVA UNIVERSITY, FL	Single Institution	Doctoral Granting University	Private, Non-Religious
OAKLAND COMMUNITY COLLEGE, MI	Admin Office of System	Admin Office of a System	Public
OAKLAND UNIVERSITY, MI	Single Institution	Comprehensive University	Public
OCCIDENTAL COLLEGE, CA	Single Institution	Baccalaureate College	Private, Non-Religious
ODESSA COLLEGE, TX	Single Institution	Two-Year College	Public
OHIO COLLEGE OF PODIATRIC MEDICINE, OH	Single Institution	Specialized Institution	Private, Non-Religious
OHIO DOMINICAN COLLEGE, OH	Single Institution	Baccalaureate College	Private, Religious
OHIO STATE UNIVERSITY, OH	Main Campus of System	Research University	Public
OHIO UNIVERSITY, OH	Main Campus of System	Doctoral Granting University	Public
OKLAHOMA CITY COMMUNITY COLLEGE, OK	Single Institution	Two-Year College	Public
OLD DOMINION UNIVERSITY, VA	Single Institution	Research University	Public
ORANGE COUNTY COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
OREGON GRADUATE INSTITUTE OF SCIENCE & TECHNOLOGY, OR	Single Institution	Doctoral Granting University	Private, Non-Religious
OREGON POLYTECHNIC INSTITUTE, OR	Campus w/in a System	Two-Year College	Private, Non-Religious

Appendix A

Institution Name, State	Structure	Classification	Affiliation
OREGON STATE SYSTEM OF HIGHER EDUCATION, OR	Admin Office of System	Admin Office of a System	Public
OTERO JUNIOR COLLEGE, CO	Single Institution	Two-Year College	Public
OTTAWA UNIVERSITY, KS	Single Institution	Baccalaureate College	Private, Religious
PACIFIC LUTHERAN UNIVERSITY, WA	Single Institution	Comprehensive University	Private, Religious
PALOMAR COLLEGE, CA	Single Institution	Two-Year College	Public
PANOLA COLLEGE, TX	Single Institution	Two-Year College	Public
PARIS JUNIOR COLLEGE, TX	Single Institution	Two-Year College	Public
PARKLAND COLLEGE, IL	Single Institution	Two-Year College	Public
PASADENA CITY COLLEGE, CA	Single Institution	Two-Year College	Public
PEIRCE JUNIOR COLLEGE, PA	Single Institution	Two-Year College	Private, Non-Religious
PENNSYLVANIA STATE SYSTEM OF HIGHER EDUCATION, PA	Admin Office of System	Admin Office of a System	Public
PEPPERDINE UNIVERSITY, CA	Single Institution	Comprehensive University	Private, Religious
PHILADELPHIA COLLEGE OF PHARMACY & SCIENCE, PA	Single Institution	Specialized Institution	Private, Non-Religious
PHILLIPS COUNTY COMMUNITY COLLEGE, AR	Single Institution	Two-Year College	Public
PHILLIPS UNIVERSITY, INC., OK	Single Institution	Baccalaureate College	Private, Religious
PIEDMONT COLLEGE, GA	Single Institution	Baccalaureate College	Private, Religious
PIEDMONT VIRGINIA COMMUNITY COLLEGE, VA	Campus w/in a System	Two-Year College	Public
PIERCE COLLEGE, WA	Single Institution	Two-Year College	Public
PIKES PEAK COMMUNITY COLLEGE, CO	Single Institution	Two-Year College	Public
PIKEVILLE COLLEGE, INC., KY	Single Institution	Baccalaureate College	Private, Religious
PITTSBURG STATE UNIVERSITY, KS	Single Institution	Comprehensive University	Public
PITZER COLLEGE, TX	Single Institution	Baccalaureate College	Private, Non-Religious
POINT PARK COLLEGE, PA	Single Institution	Comprehensive University	Private, Non-Religious
POLK COMMUNITY COLLEGE, FL	Single Institution	Two-Year College	Public
PORTLAND COMMUNITY COLLEGE, OR	Admin Office of System	Admin Office of a System	Public
PORTLAND STATE UNIVERSITY, OR	Campus w/in a System	Doctoral Granting University	Public
POTOMAC STATE COLLEGE, WV	Campus w/in a System	Two-Year College	Public
PRAIRIE STATE COLLEGE, IL	Single Institution	Two-Year College	Public
PRATT COMMUNITY COLLEGE, KS	Single Institution	Two-Year College	Public
PRESCOTT COLLEGE, AZ	Single Institution	Comprehensive University	Private, Non-Religious
PRINCE GEORGES COMMUNITY COLLEGE, MD	Single Institution	Two-Year College	Public
PUEBLO COMMUNITY COLLEGE, CO	Single Institution	Two-Year College	Public
PURDUE UNIVERSITY-CALUMET, IN	Campus w/in a System	Comprehensive University	Public
PURDUE UNIVERSITY-NORTH CENTRAL, IN	Campus w/in a System	Comprehensive University	Public
QUINCY UNIVERSITY, IL	Single Institution	Baccalaureate College	Private, Religious
QUINEBAUG VALLEY COMMUNITY-TECHNICAL COLLEGE, CT	Campus w/in a System	Two-Year College	Public
RAMAPO COLLEGE OF NEW JERSEY, NJ	Single Institution	Baccalaureate College	Public
RANDOLPH-MACON COLLEGE, VA	Single Institution	Baccalaureate College	Public

Institution Name, State	Structure	Classification	Affiliation
RANDOLPH-MACON WOMAN'S COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
RANKEN TECHNICAL COLLEGE, MO	Single Institution	Two-Year College	Private, Non-Religious
RARITAN VALLEY COMMUNITY COLLEGE, NJ	Single Institution	Two-Year College	Public
REDLANDS COMMUNITY COLLEGE, OK	Single Institution	Two-Year College	Public
REDWOODS COMMUNITY COLLEGE DISTRICT, CA	Single Institution	Two-Year College	Public
REFORMED BIBLE COLLEGE, MI	Single Institution	Specialized Institution	Private, Religious
REGENT UNIVERSITY, VA	Single Institution	Comprehensive University	Private, Religious
REGIS COLLEGE, MA	Single Institution	Baccalaureate College	Private, Religious
REGIS UNIVERSITY, CO	Single Institution	Comprehensive University	Private, Religious
RHODE ISLAND SCHOOL OF DESIGN, RI	Single Institution	Specialized Institution	Private, Non-Religious
RICHARD STOCKTON COLLEGE OF NEW JERSEY, NJ	Single Institution	Baccalaureate College	Public
RIDER COLLEGE, NJ	Single Institution	Comprehensive University	Private, Non-Religious
RIPON COLLEGE, WI	Single Institution	Baccalaureate College	Private, Non-Religious
RIVERSIDE COMMUNITY COLLEGE, CA	Single Institution	Two-Year College	Public
ROANOKE COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
ROBERT MORRIS COLLEGE, IL	Main Campus of System	Specialized Institution	Private, Non-Religious
ROBERT MORRIS COLLEGE, PA	Single Institution	Specialized Institution	Private, Non-Religious
ROCHESTER INSTITUTE OF TECHNOLOGY, NY	Single Institution	Baccalaureate College	Private, Non-Religious
ROCK VALLEY COLLEGE, IL	Single Institution	Two-Year College	Public
ROCKFORD COLLEGE, IL	Single Institution	Baccalaureate College	Public
ROCKHURST COLLEGE, MO	Single Institution	Comprehensive University	Private, Religious
ROGER WILLIAMS UNIVERSITY, RI	Single Institution	Baccalaureate College	Private, Non-Religious
ROGERS STATE COLLEGE, OK	Single Institution	Two-Year College	Public
ROSARY COLLEGE, IL	Single Institution	Comprehensive University	Private, Religious
ROWAN-CABARRUS COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
RUST COLLEGE, MS	Single Institution	Baccalaureate College	Private, Religious
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, NJ	Main Campus of System	Research University	Public
SADDLEBACK COMMUNITY COLLEGE DISTRICT, CA	Single Institution	Two-Year College	Public
SALEM STATE COLLEGE, MA	Campus w/in a System	Comprehensive University	Public
SALISH KOOTENAI COLLEGE, MT	Single Institution	Two-Year College	Private, Non-Religious
SAMPSON COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
SAMRA UNIVERSITY OF ORIENTAL MEDICINE, CA	Single Institution	Specialized Institution	Private, Non-Religious
SAN DIEGO STATE UNIVERSITY, CA	Campus w/in a System	Doctoral Granting University	Public
SAN FRANCISCO ART INSTITUTE, CA	Single Institution	Specialized Institution	Private, Non-Religious
SAN FRANCISCO STATE UNIVERSITY, CA	Campus w/in a System	Comprehensive University	Public
SAN JOAQUIN COLLEGE OF LAW, CA	Single Institution	Specialized Institution	Private, Non-Religious
SAN JOAQUIN DELTA COLLEGE, CA	Single Institution	Two-Year College	Public
SAN JOSE CITY COLLEGE, CA	Campus w/in a System	Two-Year College	Public
SAN JOSE STATE UNIVERSITY, CA	Campus w/in a System	Comprehensive University	Public
SANGAMON STATE UNIVERSITY, IL	Campus w/in a System	Comprehensive University	Public

Institution Name, State	Structure	Classification	Affiliation
SARAH LAWRENCE COLLEGE, NY	Single Institution	Comprehensive University	Private, Non-Religious
SEATTLE PACIFIC UNIVERSITY, WA	Single Institution	Comprehensive University	Private, Religious
SEMINOLE COMMUNITY COLLEGE, FL	Main Campus of System	Two-Year College	Public
SETON HILL COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
SHAW UNIVERSITY, NC	Main Campus of System	Baccalaureate College	Private, Religious
SHAWNEE STATE UNIVERSITY, OH	Single Institution	Baccalaureate College	Public
SHELBY STATE COMMUNITY COLLEGE, TN	Single Institution	Two-Year College	Public
SHENANDOAH UNIVERSITY, VA	Single Institution	Baccalaureate College	Private, Religious
SHEPHERD COLLEGE, WV	Campus w/in a System	Baccalaureate College	Public
SHIPPENSBURG UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Comprehensive University	Public
SHORELINE COMMUNITY COLLEGE, WA	Single Institution	Two-Year College	Public
SIMMONS COLLEGE, MA	Single Institution	Doctoral Granting University	Private, Non-Religious
SIMPSON COLLEGE, IA	Single Institution	Baccalaureate College	Private, Religious
SIOUX FALLS COLLEGE, SD	Single Institution	Baccalaureate College	Private, Religious
SKIDMORE COLLEGE, NY	Single Institution	Baccalaureate College	Did Not Respond
SNOW COLLEGE, UT	Single Institution	Two-Year College	Public
SONOMA STATE UNIVERSITY, CA	Campus w/in a System	Comprehensive University	Public
SOUTH ARKANSAS COMMUNITY COLLEGE, AR	Single Institution	Two-Year College	Public
SOUTH CAROLINA STATE UNIVERSITY, SC	Single Institution	Comprehensive University	Public
SOUTH FLORIDA COMMUNITY COLLEGE, FL	Single Institution	Two-Year College	Public
SOUTH TEXAS COLLEGE OF LAW, TX	Single Institution	Specialized Institution	Private, Non-Religious
SOUTHEASTERN LOUISIANA UNIVERSITY, LA	Campus w/in a System	Comprehensive University	Public
SOUTHERN ARKANSAS UNIVERSITY, AR	Main Campus of System	Baccalaureate College	Public
SOUTHERN COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
SOUTHERN CONNECTICUT STATE UNIVERSITY, CT	Campus w/in a System	Comprehensive University	Public
SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE, IL	Main Campus of System	Doctoral Granting University	Public
SOUTHERN ILLINOIS UNIVERSITY AT EDWARDSVILLE, IL	Campus w/in a System	Comprehensive University	Public
SOUTHERN METHODIST UNIVERSITY, TX	Single Institution	Doctoral Granting University	Private, Non-Religious
SOUTHERN UTAH UNIVERSITY, UT	Campus w/in a System	Comprehensive University	Public
SOUTHWEST MISSOURI STATE UNIVERSITY, MO	Main Campus of System	Comprehensive University	Public
SOUTHWEST TEXAS STATE UNIVERSITY, TX	Campus w/in a System	Comprehensive University	Public
SOUTHWESTERN COLLEGE, KS	Single Institution	Baccalaureate College	Private, Religious
SOUTHWESTERN OKLAHOMA STATE UNIVERSITY, OK	Single Institution	Comprehensive University	Public
SPALDING UNIVERSITY, KY	Single Institution	Doctoral Granting University	Private, Religious
SPOKANE COMMUNITY COLLEGE, WA	Campus w/in a System	Two-Year College	Public
SPRING ARBOR COLLEGE, MI	Main Campus of System	Baccalaureate College	Private, Religious
SPRINGFIELD COLLEGE IN ILLINOIS, IL	Single Institution	Two Year College	Private, Religious
ST. ANDREWS PRESBYTERIAN COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious
ST. AUGUSTINE'S COLLEGE, NC	Single Institution	Baccalaureate College	Private, Religious

Institution Name, State	**Structure**	**Classification**	**Affiliation**
ST. BONAVENTURE UNIVERSITY, NY	Single Institution	Comprehensive University	Private, Non-Religious
ST. CHARLES COUNTY COMMUNITY COLLEGE, MO	Single Institution	Two-Year College	Public
ST. CLOUD STATE UNIVERSITY, MN	Campus w/in a System	Comprehensive University	Public
ST. EDWARD'S UNIVERSITY, TX	Single Institution	Comprehensive University	Private, Religious
ST. GREGORY'S COLLEGE, OK	Single Institution	Two-Year College	Private, Religious
ST. JOHN'S COLLEGE, NM	Single Institution	Baccalaureate College	Private, Non-Religious
ST. JOHN'S COLLEGE, MD	Single Institution	Baccalaureate College	Private, Non-Religious
ST. JOHN'S RIVER COMMUNITY COLLEGE, FL	Single Institution	Two-Year College	Public
ST. JOHN'S UNIVERSITY, MN	Single Institution	Baccalaureate College	Private, Religious
ST. JOHN'S UNIVERSITY, NY	Single Institution	Doctoral Granting University	Did Not Respond
ST. JOSEPH COLLEGE, CT	Single Institution	Baccalaureate College	Private, Religious
ST. JOSEPH COLLEGE OF NURSING, IL	Single Institution	Specialized Institution	Private, Religious
ST. JOSEPH'S COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
ST. JOSEPH'S UNIVERSITY, PA	Single Institution	Comprehensive University	Private, Religious
ST. LEO COLLEGE, FL	Single Institution	Baccalaureate College	Private, Religious
ST. LOUIS COMMUNITY COLLEGE, MO	Admin Office of System	Admin Office of a System	Public
ST. LOUIS UNIVERSITY, MO	Main Campus of System	Doctoral Granting University	Private, Religious
ST. MARTIN'S COLLEGE, WA	Single Institution	Baccalaureate College	Private, Religious
ST. MARY COLLEGE, KS	Single Institution	Baccalaureate College	Private, Religious
ST. MARY'S COLLEGE, IN	Single Institution	Baccalaureate College	Private, Religious
ST. MARY'S COLLEGE, MI	Single Institution	Baccalaureate College	Private, Religious
ST. MARY'S COLLEGE OF CALIFORNIA, CA	Single Institution	Comprehensive University	Private, Religious
ST. MARY'S COLLEGE OF MARYLAND, MD	Single Institution	Baccalaureate College	Public
ST. MARY'S COLLEGE OF MINNESOTA, MN	Single Institution	Comprehensive University	Private, Religious
ST. MARY'S UNIVERSITY, TX	Single Institution	Comprehensive University	Private, Religious
ST. MEINRAD COLLEGE, IN	Single Institution	Specialized Institution	Private, Religious
ST. MICHAEL'S COLLEGE, VT	Single Institution	Comprehensive University	Private, Religious
ST. NORBERT COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
ST. PAUL'S COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
ST. PETER'S COLLEGE, NJ	Single Institution	Baccalaureate College	Private, Religious
ST. THOMAS AQUINAS COLLEGE, NY	Single Institution	Baccalaureate College	Private, Non-Religious
STANLY COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
STARK TECHNICAL COLLEGE, OH	Single Institution	Two-Year College	Public
STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES OF ARIZONA, AZ	Admin Office of System	Admin Office of a System	Public
STATE CENTER COMMUNITY COLLEGE DISTRICT, CA	Admin Office of System	Admin Office of a System	Public
STATE COLLEGES IN COLORADO, CO	Admin Office of System	Admin Office of a System	Public
STATE UNIVESITY OF NEW YORK – ALBANY, NY	Campus w/in a System	Comprehensive University	Public
STATE UNIVERSITY OF NEW YORK-BINGHAMTON, NY	Campus w/in a System	Doctoral Granting University	Public
STATE UNIVERSITY OF NEW YORK – CORTLAND, NY	Campus w/in a System	Comprehensive University	Public

Appendix A

Institution Name, State	Structure	Classification	Affiliation
STATE UNIVERSITY OF NEW YORK-DELHI, NY	Campus w/in a System	Two-Year College	Public
STATE UNIVERSITY OF NEW YORK-STONY BROOK, NY	Campus w/in a System	Research University	Public
STATE UNIVERSITY OF NEW YORK – COLLEGE AT BROCKPORT, NY	Campus w/in a System	Baccalaureate College	Public
STATE UNIVERSITY OF NEW YORK – COLLEGE OF ENVIRONMENTAL SCIENCE & FORESTRY, NY	Campus w/in a System	Doctoral Granting University	Public
STATE UNIVERSITY NEW YORK – COLLEGE AT GENESEO, NY	Campus w/in a System	Comprehensive University	Public
STATE UNIVERSITY OF NEW YORK – COLLEGE OF TECHNOLOGY AT CANTON, NY	Campus w/in a System	Two-Year College	Public
STATE UNIVERSITY SYSTEM OF FLORIDA, FL	Admin Office of System	Admin Office of a System	Public
STEPHENS COLLEGE, MO	Single Institution	Baccalaureate College	Private, Non-Religious
STRAYER COLLEGE, VA	Single Institution	Specialized Institution	Private, Non-Religious
SUE BENNETT COLLEGE, KY	Single Institution	Baccalaureate College	Private, Religious
SUFFOLK UNIVERSITY, MA	Single Institution	Comprehensive University	Private, Non-Religious
SUL ROSS STATE UNIVERSITY, TX	Campus w/in a System	Comprehensive University	Public
SULLIVAN COUNTY COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
SUSQUEHANNA UNIVERSITY, PA	Single Institution	Baccalaureate College	Private, Religious
SWEET BRIAR COLLEGE, VA	Single Institution	Baccalaureate College	Private, Non-Religious
TABOR COLLEGE, KS	Single Institution	Baccalaureate College	Private, Religious
TARLETON STATE UNIVERSITY, TX	Campus w/in a System	Comprehensive University	Public
TARRANT COUNTY JUNIOR COLLEGE, TX	Admin Office of System	Admin Office of a System	Public
TEACHERS COLLEGE-COLUMBIA UNIVERSITY, NY	Single Institution	Specialized Institution	Private, Non-Religious
TECHNICAL COLLEGE OF THE LOW COUNTRY, SC	Campus w/in a System	Two-Year College	Public
TEIKYO POST UNIVERSITY, CT	Single Institution	Baccalaureate College	Private, Non-Religious
TEMPLE UNIVERSITY, PA	Single Institution	Research University	Public
TENNESSEE TECHNOLOGICAL UNIVERSITY, TN	Campus w/in a System	Doctoral Granting University	Public
TEXAS LUTHERAN COLLEGE, TX	Single Institution	Baccalaureate College	Private, Religious
TEXAS STATE TECHNICAL COLLEGE, TX	Campus w/in a System	Two-Year College	Public
TEXAS STATE TECHNICAL COLLEGE, TX	Campus w/in a System	Two-Year College	Public
TEXAS STATE TECHNICAL COLLEGE, TX	Campus w/in a System	Two-Year College	Public
TEXAS STATE UNIVERSITY SYSTEM, TX	Admin Office of System	Admin Office of a System	Public
TEXAS TECH UNIVERSITY AND HEALTH SCIENCES CENTER, TX	Admin Office of System	Admin Office of a System	Public
TEXAS WOMAN'S UNIVERSITY, TX	Single Institution	Comprehensive University	Public
THIEL COLLEGE, PA	Single Institution	Baccalaureate College	Private, Religious
THOMAS MORE COLLEGE, KY	Single Institution	Baccalaureate College	Private, Religious
TIFFIN UNIVERSITY, OH	Single Institution	Specialized Institution	Private, Non-Religious
TOWSON STATE UNIVERSITY, MD	Campus w/in a System	Comprehensive University	Public
TRENTON STATE COLLEGE, NJ	Single Institution	Comprehensive University	Public
TREVECCA NAZARENE COLLEGE, TN	Single Institution	Baccalaureate College	Private, Religious
TRI-STATE UNIVERSITY, IN	Single Institution	Baccalaureate College	Private, Non-Religious

Institution Name, State	Structure	Classification	Affiliation
TRINITY CHRISTIAN COLLEGE, IL	Single Institution	Baccalaureate College	Private, Religious
TRINITY COLLEGE, DC	Single Institution	Comprehensive University	Private, Religious
TRINITY COLLEGE OF VERMONT, VT	Single Institution	Baccalaureate College	Private, Religious
TROY STATE UNIVERSITY, AL	Main Campus of System	Comprehensive University	Public
TUFTS UNIVERSITY, MA	Single Institution	Research University	Private, Non-Religious
TULANE UNIVERSITY, LA	Single Institution	Research University	Private, Non-Religious
TULSA JUNIOR COLLEGE, OK	Single Institution	Two-Year College	Public
U.S. INTERNATIONAL UNIVERSITY, CA	Main Campus of System	Doctoral Granting University	Private, Non-Religious
UMPQUA COMMUNITY COLLEGE, OR	Single Institution	Two-Year College	Public
UNIFICATION THEOLOGICAL SEMINARY, NY	Single Institution	Specialized Institution	Private, Religious
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES, MD	Single Institution	Specialized Institution	Public
UNION COLLEGE, NY	Single Institution	Comprehensive University	Private, Non-Religious
UNION COUNTY COLLEGE, NJ	Single Institution	Two-Year College	Public
UNION INSTITUTE, OH	Single Institution	Research University	Private, Non-Religious
UNIVERSIDAD ADVENTISTA DE LAS ANTILLAS, PR	Single Institution	Baccalaureate College	Private, Religious
UNIVERSITY & COMMUNITY COLLEGE SYSTEMS OF NEVADA, NV	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF AKRON, OH	Single Institution	Doctoral Granting University	Public
UNIVERSITY OF ALABAMA AT BIRMINGHAM, AL	Campus w/in a System	Research University	Public
UNIVERSITY OF ALABAMA IN HUNTSVILLE, AL	Campus w/in a System	Other Doctoral Granting University	Public
UNIVERSITY OF ARIZONA, AZ	Single Institution	Research University	Public
UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCE, AR	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF ARKANSAS-SYSTEM, AR	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF BRIDGEPORT, CT	Single Institution	Comprehensive University	Private, Non-Religious
UNIVERSITY OF CALIFORNIA, CA	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF CALIFORNIA-BERKELEY, CA	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF CALIFORNIA-SANTA BARBARA, CA	Campus w/in a System	Research University	Public
UNIVERSITY OF CENTRAL ARKANSAS, AR	Single Institution	Comprehensive University	Public
UNIVERSITY OF CENTRAL FLORIDA, FL	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF CENTRAL OKLAHOMA, OK	Single Institution	Comprehensive University	Public
UNIVERSITY OF CENTRAL TEXAS, TX	Single Institution	Two-Year College	Private, Non-Religious
UNIVERSITY OF DALLAS, TX	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF DUBUQUE, IA	Single Institution	Baccalaureate College	Private, Religious
UNIVERSITY OF EVANSVILLE, IN	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF FINDLAY, OH	Single Institution	Baccalaureate College	Private, Religious
UNIVERSITY OF GEORGIA, GA	Campus w/in a System	Research University	Public
UNIVERSITY OF GUAM, GU	Single Institution	Comprehensive University	Public
UNIVERSITY OF HARTFORD, CT	Single Institution	Doctoral Granting University	Private, Non-Religious
UNIVERSITY OF HAWAII COMMUNITY COLLEGE, HI	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF HAWAII-HILO, HI	Campus w/in a System	Baccalaureate College	Public

Appendix A

Institution Name, State	Structure	Classification	Affiliation
UNIVERSITY OF HAWAII-SYSTEM, HI	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF HOUSTON-VICTORIA, TX	Campus w/in a System	Two-Year College	Public
UNIVERSITY OF IDAHO, ID	Single Institution	Research University	Public
UNIVERSITY OF ILLINOIS, IL	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF IOWA, IA	Campus w/in a System	Research University	Public
UNIVERSITY OF LA VERNE, TX	Single Institution	Doctoral Granting University	Private, Religious
UNIVERSITY OF MAINE AT FORT KENT, ME	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF MAINE AT MACHIAS, ME	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF MAINE SYSTEM, ME	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF MARYLAND AT BALTIMORE, MD	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF MARYLAND EASTERN SHORE, MD	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF MARYLAND SYSTEM, MD	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF MASSACHUSETTS-BOSTON, MA	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF MEDICINE & DENTISTRY OF NEW JERSEY, NJ	Single Institution	Comprehensive University	Public
UNIVERSITY OF MIAMI, FL	Single Institution	Research University	Private, Non-Religious
UNIVERSITY OF MICHIGAN, MI	Main Campus of System	Research University	Public
UNIVERSITY OF MICHIGAN-DEARBORN, MI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF MINNESOTA-CROOKSTON, MN	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF MINNESOTA-DULUTH, MN	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF MINNESOTA-MORRIS, MN	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF MISSISSIPPI, MS	Single Institution	Doctoral Granting University	Public
UNIVERSITY OF MISSOURI-COLUMBIA, MO	Main Campus of System	Research University	Public
UNIVERSITY OF MISSOURI-KANSAS CITY, MO	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF MISSOURI-ROLLA, MO	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF MISSOURI-ST. LOUIS, MO	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF MOBILE, AL	Main Campus of System	Comprehensive University	Private, Religious
UNIVERSITY OF MONTANA, MT	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF MONTEVALLO, AL	Single Institution	Comprehensive University	Public
UNIVERSITY OF NEBRASKA-KEARNEY, NE	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF NEBRASKA-LINCOLN, NE	Campus w/in a System	Research University	Public
UNIVERSITY OF NEVADA-LAS VEGAS, NV	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF NEVADA-RENO, NV	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF NEW ORLEANS, LA	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF NORTH ALABAMA, AL	Single Institution	Comprehensive University	Public
UNIVERSITY OF NORTH CAROLINA-CHARLOTTE, NC	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF NORTH CAROLINA-ASHEVILLE, NC	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF NORTH CAROLINA-WILMINGTON, NC	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF NORTH DAKOTA, ND	Campus w/in a System	Research University	Public
UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER, TX	Single Institution	Specialized Institution	Public

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Institution Name, State	**Structure**	**Classification**	**Affiliation**
UNIVERSITY OF NORTHERN COLORADO, CO	Single Institution	Doctoral Granting University	Public
UNIVERSITY OF NOTRE DAME, IN	Single Institution	Research University	Private, Religious
UNIVERSITY OF OKLAHOMA, OK	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF OREGON, OR	Single Institution	Research University	Public
UNIVERSITY OF PORTLAND, OR	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF PUERTO RICO, PR	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF PUERTO RICO-HUMACAO UNIVERSITY, PR	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF PUGET SOUND, WA	Single Institution	Comprehensive University	Private, Non-Religious
UNIVERSITY OF REDLANDS, CA	Single Institution	Comprehensive University	Private, Non-Religious
UNIVERSITY OF RHODE ISLAND, RI	Single Institution	Comprehensive University	Public
UNIVERSITY OF ROCHESTER, NY	Single Institution	Doctoral Granting University	Private, Non-Religious
UNIVERSITY OF SAN DIEGO, CA	Single Institution	Comprehensive University	Private, Non-Religious
UNIVERSITY OF SAN FRANCISCO, CA	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF SCIENCE & ARTS OF OKLAHOMA, OK	Single Institution	Baccalaureate College	Public
UNIVERSITY OF SCRANTON, PA	Single Institution	Baccalaureate College	Private, Religious
UNIVERSITY OF SOUTH CAROLINA-AIKEN, SC	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF SOUTH CAROLINA-SALKEHATCHI, SC	Campus w/in a System	Two-Year College	Public
UNIVERSITY OF SOUTH CAROLINA-SPARTANBURG, SC	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF SOUTH DAKOTA, SD	Single Institution	Doctoral Granting University	Public
UNIVERSITY OF SOUTHERN COLORADO, CO	Single Institution	Comprehensive University	Public
UNIVERSITY OF SOUTHERN INDIANA, IN	Single Institution	Comprehensive University	Public
UNIVERSITY OF SOUTHERN MISSISSIPPI, MS	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF SOUTHWESTERN LOUISIANA, LA	Single Institution	Doctoral Granting University	Public
UNIVERSITY OF ST. THOMAS, MN	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF ST. THOMAS, TX	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF TENNESSEE-SYSTEM, TN	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF TENNESSEE-CHATTANOOGA, TN	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF TENNESSEE-MARTIN, TN	Campus w/in a System	Baccalaureate College	Public
UNIVERSITY OF TENNESSEE-MEMPHIS, TN	Campus w/in a System	Specialized Institution	Did Not Respond
UNIVERSITY OF TEXAS AT DALLAS, TX	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF TEXAS AT EL PASO, TX	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF TEXAS AT SAN ANTONIO, TX	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF TEXAS-ANDERSON CANCER, TX	Campus w/in a System	Specialized Institution	Public
UNIVERSITY OF TEXAS-HOUSTON HEALTH SCIENCE CENTER, TX	Campus w/in a System	Doctoral Granting University	Public
UNIVERSITY OF THE DISTRICT OF COLUMBIA, DC	Single Institution	Baccalaureate College	Public
UNIVERSITY OF THE SOUTH, TN	Single Institution	Comprehensive University	Private, Religious
UNIVERSITY OF TOLEDO, OH	Single Institution	Doctoral Granting University	Public
UNIVERSITY OF TULSA, OK	Single Institution	Comprehensive University	Private, Non-Religious

Appendix A

Institution Name, State	Structure	Classification	Affiliation
UNIVERSITY OF UTAH, UT	Campus w/in a System	Research University	Public
UNIVERSITY OF VIRGIN ISLANDS, VI	Main Campus of System	Comprehensive University	Public
UNIVERSITY OF VIRGINIA, VA	Single Institution	Research University	Public
UNIVERSITY OF WEST FLORIDA, FL	Single Institution	Comprehensive University	Public
UNIVERSITY OF WISCONSIN CENTERS, WI	Single Institution	Two-Year College	Public
UNIVERSITY OF WISCONSIN-EAU CLAIRE, WI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF WISCONSIN-GREEN BAY, WI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF WISCONSIN-MADISON, WI	Campus w/in a System	Research University	Public
UNIVERSITY OF WISCONSIN-OSHKOSH, WI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF WISCONSIN-STEVENS POINT, WI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF WISCONSIN-STOUT, WI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF WISCONSIN-SYSTEM, WI	Admin Office of System	Admin Office of a System	Public
UNIVERSITY OF WISCONSIN-WHITEWATER, WI	Campus w/in a System	Comprehensive University	Public
UNIVERSITY OF WYOMING, WY	Single Institution	Research University	Public
UNIVERSITY SYSTEM OF NEW HAMPSHIRE, NH	Admin Office of System	Admin Office of a System	Public
UPSALA COLLEGE, NV	Single Institution	Baccalaureate College	Private, Religious
URSULINE COLLEGE, OH	Single Institution	Baccalaureate College	Private, Religious
UTAH VALLEY STATE COLLEGE, UT	Single Institution	Two-Year College	Public
UTICA COLLEGE OF SYRACUSE UNIVERSITY, NY	Campus w/in a System	Baccalaureate College	Private, Non-Religious
VALDOSTA STATE UNIVERSITY, GA	Campus w/in a System	Comprehensive University	Public
VALLEY FORGE CHRISTIAN COLLEGE, PA	Single Institution	Specialized Institution	Private, Religious
VALPARAISO UNIVERSITY, IN	Single Institution	Comprehensive University	Private, Religious
VENNARD COLLEGE, IA	Single Institution	Specialized Institution	Private, Religious
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT, CA	Admin Office of System	Admin Office of a System	Public
VERMONT TECHNICAL COLLEGE, VT	Campus w/in a System	Two-Year College	Public
VICTORIA COLLEGE, TX	Single Institution	Two-Year College	Public
VINCENNES UNIVERSITY, IN	Single Institution	Two-Year College	Public
VIRGINIA COMMUNITY COLLEGE SYSTEM, VA	Admin Office of System	Admin Office of a System	Public
VIRGINIA INTERMONT COLLEGE, VA	Single Institution	Baccalaureate College	Private, Religious
VIRGINIA MILITARY INSTITUTE, VA	Single Institution	Specialized Institution	Public
VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY, VA	Single Institution	Research University	Public
VIRGINIA STATE UNIVERSITY, VA	Single Institution	Comprehensive University	Public
VIRGINIA UNION UNIVERSITY, VA	Single Institution	Doctoral Granting University	Private, Religious
VITERBO COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
WADHAMS HALL SEMINARY-COLLEGE, NY	Single Institution	Specialized Institution	Private, Religious
WAKE FOREST UNIVERSITY, NC	Single Institution	Comprehensive University	Private, Religious
WAKE TECHNICAL COMMUNITY COLLEGE, NC	Single Institution	Two-Year College	Public
WALKER COLLEGE, AL	Single Institution	Two-Year College	Private, Non-Religious
WALLA WALLA COMMUNITY COLLEGE, WA	Campus w/in a System	Two-Year College	Public

Institution Name, State	**Structure**	**Classification**	**Affiliation**
WALSH UNIVERSITY, OH	Single Institution	Baccalaureate College	Private, Religious
WALTERS STATE COMMUNITY COLLEGE, TN	Single Institution	Two-Year College	Public
WARREN COUNTY COMMUNITY COLLEGE, NJ	Single Institution	Two-Year College	Public
WARREN WILSON COLLEGE, NC	Single Institution	Baccalaureate College	Private, Non-Religious
WARTBURG THEOLOGICAL SEMINARY, IA	Single Institution	Specialized Institution	Private, Religious
WASHBURN UNIVERSITY, KS	Single Institution	Comprehensive University	Public
WASHINGTON AND JEFFERSON COLLEGE, PA	Single Institution	Baccalaureate College	Private, Non-Religious
WASHINGTON AND LEE UNIVERSITY, VA	Single Institution	Comprehensive University	Private, Non-Religious
WASHINGTON BIBLE COLLEGE, MD	Single Institution	Specialized Institution	Private, Religious
WASHINGTON COLLEGE, MD	Single Institution	Baccalaureate College	Private, Non-Religious
WASHINGTON STATE COMMUNITY COLLEGE DISTRICT, WA	Admin Office of System	Admin Office of a System	Public
WASHINGTON STATE UNIVERSITY, WA	Main Campus of System	Research University	Public
WATERFORD COLLEGE, TX	Single Institution	Two-Year College	Public
WAUKESHA COUNTY TECHNICAL COLLEGE, WI	Single Institution	Two-Year College	Public
WAYNE COUNTY COMMUNITY COLLEGE, MI	Main Campus of System	Two-Year College	Public
WAYNE STATE COLLEGE, NE	Single Institution	Comprehensive University	Public
WEBSTER UNIVERSITY, MO	Single Institution	Comprehensive University	Private, Non-Religious
WELLESLEY COLLEGE, MA	Single Institution	Baccalaureate College	Private, Non-Religious
WENTWORTH INSTITUTE OF TECHNOLOGY, MA	Single Institution	Specialized Institution	Private, Non-Religious
WESLEYAN UNIVERSITY, CT	Single Institution	Doctoral Granting University	Private, Non-Religious
WEST CHESTER UNIVERSITY OF PENNSYLVANIA, PA	Campus w/in a System	Comprehensive University	Public
WEST GEORGIA COLLEGE, GA	Single Institution	Comprehensive University	Public
WEST TEXAS A & M UNIVERSITY, TX	Campus w/in a System	Baccalaureate College	Public
WEST VIRGINIA UNIVERSITY, WV	Main Campus of System	Doctoral Granting University	Public
WESTARK COMMUNITY COLLEGE, AR	Single Institution	Two-Year College	Public
WESTBROOK COLLEGE, ME	Single Institution	Doctoral Granting University	Private, Non-Religious
WESTCHESTER COMMUNITY COLLEGE, NY	Single Institution	Two-Year College	Public
WESTERN CAROLINA UNIVERSITY, NC	Campus w/in a System	Comprehensive University	Public
WESTERN CONNECTICUT STATE UNIVERSITY, CT	Campus w/in a System	Comprehensive University	Public
WESTERN ILLINOIS UNIVERSITY, IL	Campus w/in a System	Comprehensive University	Public
WESTERN IOWA TECH COMMUNITY COLLEGE, IA	Single Institution	Two-Year College	Public
WESTERN KENTUCKY UNIVERSITY, KY	Single Institution	Comprehensive University	Public
WESTERN MARYLAND COLLEGE, MD	Single Institution	Baccalaureate College	Private, Non-Religious
WESTERN MICHIGAN UNIVERSITY, MI	Single Institution	Doctoral Granting University	Public
WESTERN NEBRASKA COMMUNITY COLLEGE, NE	Admin Office of System	Admin Office of a System	Public
WESTERN NEVADA COMMUNITY COLLEGE, NV	Campus w/in a System	Two-Year College	Public
WESTERN NEW MEXICO UNIVERSITY, NM	Single Institution	Baccalaureate College	Public
WESTERN OKLAHOMA STATE UNIVERSITY, OK	Single Institution	Two-Year College	Public
WESTERN OREGON STATE COLLEGE, OR	Campus w/in a System	Baccalaureate College	Public
WESTERN WISCONSIN TECHNICAL COLLEGE, WI	Single Institution	Two-Year College	Public

Institution Name, State	Structure	Classification	Affiliation
WESTFIELD STATE COLLEGE, MA	Campus w/in a System	Comprehensive University	Public
WESTMINSTER COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
WESTMINSTER COLLEGE OF SALT LAKE CITY, UT	Single Institution	Baccalaureate College	Private, Non-Religious
WESTMINSTER THEOLOGICAL SEMINARY, PA	Single Institution	Specialized Institution	Private, Religious
WHEATON COLLEGE, MA	Single Institution	Baccalaureate College	Private, Non-Religious
WHEATON COLLEGE, IL	Single Institution	Comprehensive University	Private, Religious
WHEELING JESUIT COLLEGE, WV	Single Institution	Baccalaureate College	Private, Religious
WICHITA STATE UNIVERSITY, KS	Single Institution	Doctoral Granting University	Public
WIDENER UNIVERSITY, PA	Single Institution	Comprehensive University	Private, Non-Religious
WILKES UNIVERSITY, PA	Single Institution	Comprehensive University	Private, Non-Religious
WILLIAM JEWELL COLLEGE, MO	Single Institution	Baccalaureate College	Private, Religious
WILLIAM PATERSON COLLEGE-NEW JERSEY, NJ	Single Institution	Comprehensive University	Public
WILLIAM PENN COLLEGE, IA	Single Institution	Baccalaureate College	Private, Religious
WILLIAM RAINEY HARPER COLLEGE, IL	Single Institution	Two-Year College	Public
WILLIAMS BAPTIST COLLEGE, AR	Single Institution	Baccalaureate College	Private, Religious
WILLIAMS COLLEGE, MA	Single Institution	Baccalaureate College	Private, Non-Religious
WILLIAMSBURG TECHNICAL COLLEGE, SC	Single Institution	Two-Year College	Public
WINONA STATE UNIVERSITY, MN	Campus w/in a System	Comprehensive University	Public
WINTHROP UNIVERSITY, SC	Single Institution	Comprehensive University	Public
WISCONSIN INDIANHEAD TECHNICAL COLLEGE, WI	Admin Office of System	Admin Office of a System	Public
WISCONSIN LUTHERAN COLLEGE, WI	Single Institution	Baccalaureate College	Private, Religious
WITTENBERG UNIVERSITY, OH	Single Institution	Baccalaureate College	Private, Religious
WOODBURY UNIVERSITY, CA	Single Institution	Comprehensive University	Private, Non-Religious
WORCESTER STATE COLLEGE, MA	Campus w/in a System	Comprehensive University	Private, Non-Religious
WRIGHT INSTITUTE, CA	Single Institution	Specialized Institution	Private, Non-Religious
WRIGHT STATE UNIVERSITY, OH	Single Institution	Comprehensive University	Public
WYTHEVILLE COMMUNITY COLLEGE, VA	Campus w/in a System	Two-Year College	Public
YAKIMA VALLEY COMMUNITY COLLEGE, WA	Single Institution	Two-Year College	Public
YORK COLLEGE OF PENNSYLVANIA, PA	Single Institution	Comprehensive University	Private, Non-Religious
YOSEMITE COMMUNITY COLLEGE DISTRICT, CA	Admin Office of System	Admin Office of a System	Public
YOUNGSTOWN STATE UNIVERSITY, OH	Single Institution	Doctoral Granting University	Public

SURVEY QUESTIONNAIRE

1993 Chief Executive Compensation and Benefits Survey

Important Note: The *1993 Chief Executive Compensation and Benefits Survey* questionnaire can also be completed electronically via a data entry diskette system. All you need is any IBM compatible PC with at least 512K of main memory which uses PC-DOS or MS-DOS. To receive the diskette system, call us toll-free 800/333-3070 and indicate whether you prefer 3.5" or 5.25" diskette.

Effective Date: Please report all data in effect as of ***July 1, 1993***.

Table of Contents

Section **Page No.**

I. INSTITUTION INFORMATION 1

II. EMPLOYMENT POLICIES AND PRACTICES 2

III. COMPENSATION INFORMATION 8

IV. BENEFITS INFORMATION 10

V. PERQUISITES INFORMATION 13

If you have any questions about this survey please contact:

Susan Cipollini
Membership and Research
Services Supervisor
College and University Personnel Association
202/429-0311

or

Barbara Kordick
Project Manager
William M. Mercer, Incorporated
800/333-3070

TIME SENSITIVE MATERIAL
PLEASE COMPLETE AND RETURN BY: AUGUST 16, 1993

Return completed questionnaire and order form to:
William M. Mercer, Incorporated
The National Survey Group
1417 Lake Cook Road
Deerfield, IL 60015

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Appendix B

Please complete the information below. Institution identity is **strictly confidential** but is required for data tabulation and analysis.

Individual Supplying Data: ______________________________

Title: ______________________________

Institution Name: ______________________________

Telephone Number: (________) ______________________________

Fax Number: (________) ______________________________

I. INSTITUTION INFORMATION

1. **System Structure**: Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

   a. Single Institution
   b. Administrative office of a system (skip to question 3)
   c. Main campus heading a system
   d. A campus within a system

2. **Institutional Classification**: Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

   a. Research University
   b. Doctoral-Level Institutions Without Medical School
   c. Doctoral-Level Institutions With Medical School
   d. Comprehensive Institutions Without Medical School
   e. Comprehensive Institutions With Medical School
   f. General Baccalaureate Institution
   g. Specialized/School of Philosophy, Religion and Theology
   h. Specialized/Medical Schools
   i. Specialized/Other Health Institutions
   j. Specialized/Engineering Schools
   k. Specialized/Business Schools
   l. Specialized/Visual and Performing Schools
   m. Specialized/Law Schools
   n. Specialized/Education Schools
   o. U.S. Service Schools
   p. Other Specialized Schools
   q. Specialized/Non-Degree Granting Institutions
   r. Multiprogram Two-Year Institutions
   s. Single Program Two-Year Institutions

INSTITUTION INFORMATION (continued)

3. **Institution/Affiliation System:** Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

   a. Public
   b. Private, Non-Religious
   c. Private, Religious

Institution Size: Please note: If you responded as an **administrative office of a system**, please provide system-wide figures. A **main campus** and a **campus within a system** should supply figures for that campus only.

4. Total 1992 operating budget . . . . $☐ , ☐☐☐ , ☐☐☐ ,000

5. Total endowment (market value) . . . . $☐ , ☐☐☐ , ☐☐☐ ,000

6. Total full-time equivalent enrollment . . . . ☐☐☐ , ☐☐☐ students

7. Full-time equivalent employees (FTE's)

   - Faculty . . . . ☐☐ , ☐☐☐ employees
   - Administrative/Exempt . . . . ☐☐ , ☐☐☐ employees
   - Classified/Nonexempt . . . . ☐☐ , ☐☐☐ employees
   - TOTAL . . . . ☐☐ , ☐☐☐ employees

II. EMPLOYMENT POLICIES AND PRACTICES

Personal Data: Please provide the following information about the chief executive.

1. Number of years in present position . . . . ☐☐ years
2. Member of a minority group? (For survey purposes, a minority is defined as one of the following: Black/Afro-American/Negro; Native American/American Indian; Asian American/Oriental; Hispanic American) [Y (Yes) or N (No)] . . . . ☐
3. Sex [M (Male) or F (Female)] . . . . ☐
4. Age . . . . ☐☐ years old
5. Number of years of employment in higher education . . . . ☐☐ years

Recruiting Practices: Please select the appropriate response from choices below and enter the corresponding letter in the box to the right.

6. Was the current chief executive: . . . . ☐

   a. Promoted from within this institution/system?
   b. Hired from outside this institution/system?

EMPLOYMENT POLICIES AND PRACTICES (continued)

7. What was the chief executive's position immediately prior to appointment at this institution? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. Chief executive, other educational institution
    b. Faculty
    c. Academic officer
    d. Administrative officer other than academic
    e. Ministry/Church official
    f. Government official
    g. Business executive
    h. Chief executive, nonprofit organization
    i. Other (specify)________________________________

8. Has your institution recruited for a chief executive within the past 5 years? [Y (Yes) or N (No)] . . . . . ☐

    If no, skip to question 14.

9. Was the search conducted outside of the institution? [Y (Yes) or N (No)] . . . . ☐

10. Was an Executive Search Firm used in the process of selecting the chief executive? [Y (Yes) or N (No)] . . . . ☐

11. How were candidates identified by the Board? (Check (✓) all that apply)

    a. Executive Search Firm . . . . ☐
    b. Advertisement . . . . ☐
    c. Nominated by friends of institution . . . . ☐
    d. Nominated directly by Board . . . . ☐
    e. Other (specify)________________________________ . . . . ☐

12. Which names of nominees under consideration by Board were made public? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. None
    b. All
    c. Finalists only

13. How long did the search process take until a new chief executive was appointed? . . . . ☐☐ months

EMPLOYMENT POLICIES AND PRACTICES (continued)

Relocation Expenses: Please complete the following questions regarding the institution's policy on the relocation of the chief executive. Select the appropriate response from choices below and enter the corresponding letter in the box to the right.

14. Did the current chief executive require any relocation assistance? [Y (Yes) or N (No)] .... ☐

If no, skip to question 20.

15. Moving expense for household effects .... ☐

    a. Paid in full
    b. Partially paid
    c. Not paid

16. Travel expenses for family .... ☐

    a. Paid in full
    b. Partially paid
    c. Not paid

17. Assistance in finding employment for spouse .... ☐

    a. Assistance provided if appropriate
    b. No assistance provided

18. Assistance in sale/purchase of residence (Check (✓) all that apply)

    a. Interest rate differential .... ☐
    b. Cost of housing differential .... ☐
    c. Low cost loan .... ☐
    d. Brokers/Attorneys fees .... ☐
    e. Closing costs .... ☐
    f. Fair market value of former residence .... ☐
    g. Guaranteed purchaser of former residence .... ☐
    h. No assistance provided .... ☐

19. What is the maximum amount the institution is willing to pay to relocate a CEO?
    (If no maximum, check (✓) this box ☐) .... $☐, ☐☐☐, 000

Employment Contracts:

20. Does the chief executive have a contractual agreement? [Y (Yes) or N (No)] .... ☐

If no, skip to question 25.

EMPLOYMENT POLICIES AND PRACTICES (continued)

21. *If yes*, what is the type of agreement? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. Formal written contract
    b. Letter of agreement
    c. Oral agreement

22. What is the term of agreement? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right. If appropriate, enter the number of years in spaces provided. . . . . ☐

    a. Number of years . . . . ☐☐ years
    b. Not specified
    c. Other (specify)________________________________

23. Are there any benefits or payments to which chief executive is entitled by contractual agreement at the end of contract term? [Y (Yes) or N (No)] . . . . ☐

24. Is any portion of chief executive contract or package disclosed to the public? [Y (Yes) or N (No)] . . . . ☐

25. Is the chief executive provided a formal performance review? [Y (Yes) or (No)] . . . . ☐

    If no, skip to question 28.

26. How often does the chief executive review take place? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. End of the contract term
    b. Annually
    c. Every two years
    d. Every three years
    e. Other (specify)________________________________

27. Who conducts the chief executive performance review? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. Chairman of the Board
    b. Committee of the Board
    c. Entire Governing Board
    d. Special Review Committee
    e. Other (specify)________________________________

28. Does the chief executive hold academic rank? [Y (Yes) or N (No)] . . . . ☐

29. Will the chief executive's salary revert to faculty pay scale if the chief executive assumes faculty status upon leaving office? [Y (Yes) or N (No)] . . . . ☐

EMPLOYMENT POLICIES AND PRACTICES (continued)

Tenure Policy:

30. Was the chief executive hired from a tenured position? [Y(Yes) or N (No)] . . . . ☐

31. Is the chief executive presently tenured? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. Presently tenured
    b. Eligible for tenure
    c. Not eligible

32. Is the chief executive assured a tenured appointment upon leaving office? [Y (Yes) or N (No)] . . . . . . ☐

Vacation/Leave of Absence Policy:

33. Please complete the following for chief executive and others as indicated.

	Annual Paid Time Off for		
	CEO	Other Exempt Staff	Faculty
a. Holidays	☐ days	☐ days	☐ days
b. Vacation	☐ days	☐ days	☐ days
c. Personal	☐ days	☐ days	☐ days
d. Illness	☐ days	☐ days	☐ days

34. Is the chief executive eligible for sabbatical leave? [Y (Yes) N (No)] . . . . ☐

    If no, skip to question 38.

35. How many years of service are required for sabbatical eligibility? . . . . ☐ years

36. What is the maximum sabbatical length? . . . . ☐ months

37. How are sabbaticals for the chief executive compensated? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right. Complete other information as appropriate . . . . ☐

    a. Fully paid up to maximum length
    b. Fully paid for ☐ months and reimbursed at ☐ % for balance of time until maximum length (enter 0% if unpaid after full reimbursement period)
    c. Partially reimbursed at ☐ % up to maximum length
    d. Partially reimbursed at ☐ % for ☐ months and ☐ % for balance (enter 0% if unpaid after first partial reimbursement period)
    e. All sabbatical leave is unpaid

EMPLOYMENT POLICIES AND PRACTICES (continued)

Complete questions 38- 40 regarding **leaves of absence other than sabbaticals.** Please select the appropriate response from the legend below and enter the corresponding letter in the box to the right.

a. Not provided
b. Provided and paid by institution
c. Provided but unpaid by institution

38. Governmental/Public appointments . . . . ☐

39. Extended study/Research . . . . ☐

40. Personal/Medical . . . . ☐

III. COMPENSATION INFORMATION

(Please report all compensation in whole numbers.)

1. What is the chief executive's annual salary as of July 1, 1993? . . . . $☐, ☐☐☐, ☐☐☐

2. Number of months since last increase . . . . ☐☐ months

3. Rate of last increase (as a percent of previous base salary) . . . . ☐☐☐. ☐%

4. Who mainly reviews and makes the decisions regarding the compensation package of the chief executive? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

a. Board of Directors
b. Board Chairperson
c. Executive Committee
d. Finance Committee
e. Others (specify)________________________________

5. What source(s) do you use to determine the appropriate compensation package of the chief executive? (Check (✓) all that apply)

a. Chief Executive Officer Compensation and Benefits Survey Report (ACE/AGB/CUPA) . . . . ☐
b. Survey of Peer Institutions . . . . ☐
c. Consulting Firm Recommendations . . . . ☐
d. Other (specify)________________________________ . . . . ☐

6. Is a portion of the chief executive's salary provided by sources other than the institution? [Y (Yes) or N (No)] . . . . ☐

If no, skip to question 8.

COMPENSATION INFORMATION (continued)

7. *If yes*, what are the amount(s) from each applicable source? (Complete all that apply)

Annual Amount

a. University or college foundation . . . . $ ____ , ____
b. Other sources (specify)__________________________ . . . . $ ____ , ____

8. Does the chief executive receive any additional annual cash compensation (bonus, salary supplement, etc.)? [Y (Yes) or N (No)] . . . . ____

If no, skip to question 11.

9. *If yes*, what are the maximum amount(s) for each type? (Complete all that apply)

Annual Amount

a. Annual bonus . . . . $ ____ , ____
b. Salary supplement . . . . $ ____ , ____
c. Other sources (specify)__________________________ . . . . $ ____ , ____

10. What are the criteria for receiving additional annual cash compensation? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ____

a. Automatic - no criteria
b. Performance
c. Length of Service
d. Other (specify) __________________________

11. Does the chief executive have other sources of earned income (excluding personal or investment income)? [Y (Yes) or N (No)] . . . . ____

If no, skip to question 13.

12. *If yes*, what is the amount(s) from each applicable source? (Complete all that apply)

Annual Amount

a. Paid corporate directorships . . . . $ ____ , ____
b. Honorariums/Lecture fees . . . . $ ____ , ____
c. Consulting fees . . . . $ ____ , ____
d. Other sources (specify)__________________________ . . . . $ ____ , ____

13. Does the institution limit the total amount the chief executive may receive from other sources? [Y (Yes) or N (No)] . . . . ____

If no, skip to question 15.

14. *If yes*, specify annual limit . . . . $ ____ , ____

COMPENSATION INFORMATION (continued)

15. Can any portion of the chief executive's compensation be deferred? [Y (Yes) or N (No)] . . . . ☐

    If no, skip to question 1, in Section IV. - Benefits Information.

16. *If yes*, what interest crediting mechanism is used for deferrals? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. Prime rate
    b. T-Bill rate
    c. Investment portfolio
    e. TIAA-CREF
    f. No interest credited
    g. Other (specify)________________________________

IV. BENEFITS INFORMATION

Group Benefits:

1a. Please indicate with a check (✓) which of the following benefits are available to the chief executive and his/her family, both during tenure as chief executive and after retirement. Indicate the percent of premium paid by the institution to the nearest whole percent.

	Pre-retirement			
Medical	Coverage is provided for CEO	% Paid by Institution	Coverage is provided for CEO's family	% Paid by Institution
a. Medical/Hospital insurance	☐	☐☐ %	☐	☐☐ %
b. Dental care insurance	☐	☐☐ %	☐	☐☐ %
c. Vision care insurance	☐	☐☐ %	☐	☐☐ %
d. Prescription drug insurance	☐	☐☐ %	☐	☐☐ %
Other Insurance Plans				
e. Basic life insurance	☐	☐☐ %	☐	☐☐ %
f. Basic short-term disability	☐	☐☐ %	☐	☐☐ %
g. Long-term disability	☐	☐☐ %	☐	☐☐ %
h. Accidental death & dismemberment	☐	☐☐ %	☐	☐☐ %
i. Business travel insurance	☐	☐☐ %	☐	☐☐ %
j. Personal liability	☐	☐☐ %	☐	☐☐ %
k. Survivor income insurance	☐	☐☐ %	☐	☐☐ %
l. Other (specify) ____________ ____________________	☐	☐☐ %	☐	☐☐ %

BENEFITS INFORMATION (continued)

1b.	Post-retirement			
Medical	Coverage is provided for CEO	% Paid by Institution	Coverage is provided for CEO's family	% Paid by Institution
a. Medical/Hospital insurance	☐	☐☐ %	☐	☐☐ %
b. Dental care insurance	☐	☐☐ %	☐	☐☐ %
c. Vision care insurance	☐	☐☐ %	☐	☐☐ %
d. Prescription drug insurance	☐	☐☐ %	☐	☐☐ %
Other Insurance Plans				
e. Basic life insurance	☐	☐☐ %	☐	☐☐ %
f. Accidental death & dismemberment	☐	☐☐ %	☐	☐☐ %
g. Personal liability	☐	☐☐ %	☐	☐☐ %
h. Survivor income insurance	☐	☐☐ %	☐	☐☐ %
i. Other (specify)__________ ________________	☐	☐☐ %	☐	☐☐ %

BENEFITS INFORMATION (continued)

2. What is the approximate combined cost of the chief executive's benefits listed in question #1(a) (on the previous page) to the institution expressed as a percent of the chief executive's base salary? . . . . ☐☐☐.☐ %

3. Which of the benefits (if any) are exclusive to the chief executive (i.e., not provided to other faculty and administrative staff)? (Check (✓) all that apply)

   a. Medical/Hospital insurance . . . . ☐
   b. Dental care insurance . . . . ☐
   c. Vision care insurance . . . . ☐
   d. Prescription drug insurance . . . . ☐
   e. Basic life insurance . . . . ☐
   f. Basic short-term disability . . . . ☐
   g. Long-term disability . . . . ☐
   h. Accidental death & dismemberment . . . . ☐
   i. Business travel insurance . . . . ☐
   j. Personal liability . . . . ☐
   k. Survivor income insurance . . . . ☐
   l. Other (specify) ______________________________ . . . . ☐

Retirement Benefits:

4. Does the institution provide retirement benefits to the chief executive? [Y (Yes) N (No)] . . . . ☐

   If no, skip to question 1. in Section V. - Perquisites Information

5. What amount of retirement benefits is contributed by the institution to the chief executive's retirement program expressed as a percent of the chief executive's base salary? . . . . ☐☐☐.☐ %

6. What amount of retirement benefits is the chief executive required to contribute to the retirement plan expressed as a percent of the chief executive's base salary? . . . . ☐☐☐.☐ %

7. Does the chief executive's retirement program provide investment alternatives? [Y (Yes) or N (No)] . . . ☐

8. If the institution provides the chief executive with a supplemental retirement income plan, indicate the type and the percentage of base salary contributed by the chief executive and the institution. Please select the appropriate response from choices below and enter the corresponding letter in the box to the right. . . . . ☐

	Percent of Salary	
	Contributed by Institution	Chief Executive Contribution
a. TIAA/SRA	☐☐☐.☐ %	☐☐☐.☐ %
b. Separate tax sheltered annuity other than standard TIAA	☐☐☐.☐ %	☐☐☐.☐ %
c. Other deferred compensation plan	☐☐☐.☐ %	☐☐☐.☐ %

BENEFITS INFORMATION (continued)

9. What is the income amount which the chief executive can expect to receive from all sources (including social security but excluding any voluntary contributions by the chief executive) at retirement (as a percent of pre-retirement base salary) .... ☐☐☐.☐%

V. PERQUISITES INFORMATION

General Perquisites:

1. Please indicate whether the following perquisites are provided and to which employee groups: (Check (✓) all that apply)

	Not Provided	Provided To		
		Chief Executive	Senior Staff	All Other Exempt Administrative
a. Reimbursement of excess medical/dental expenses	☐	☐	☐	☐
b. Supplemental life insurance	☐	☐	☐	☐
c. Supplemental long-term disability	☐	☐	☐	☐
d. Supplemental business travel insurance	☐	☐	☐	☐
e. Housing expenses	☐	☐	☐	☐
f. Automobile/Auto allowance	☐	☐	☐	☐
g. Annual physical examination	☐	☐	☐	☐
h. Financial/Legal counseling	☐	☐	☐	☐
i. Interest-free loans	☐	☐	☐	☐
j. Country club membership	☐	☐	☐	☐
k. Luncheon club membership	☐	☐	☐	☐
l. Athletic club membership	☐	☐	☐	☐

Supplemental Programs:

2. If provided as indicated in (a) above, what is the annual cost of the excess medical/dental plan covering the chief executive? .... $☐,☐☐☐

3. If provided as indicated in (b) above, is supplemental life insurance for the chief executive paid for by the institution? [Y (Yes) or N (No)] .... ☐

   If not provided, skip to question 6.

4. If paid for by the institution, what is the annual cost of the supplemental life insurance premium? .... $☐,☐☐☐

PERQUISITES INFORMATION (continued)

5. What is the dollar value of the supplemental life insurance policy? .... $☐,☐☐☐,☐☐☐

6. If provided as indicated in V. Perquisites Information 1. (c), what is the maximum percentage of pay covered by supplemental LTD? .... ☐☐☐.☐%

   If not provided, skip to question 8.

7. What is the maximum supplemental LTD benefit? (i.e., payout under LTD plan) .... $☐,☐☐☐,☐☐☐

8. If provided as indicated in V. Perquisites Information 1. (d), is supplemental business travel insurance coverage for the chief executive paid for by the institution (such as 24-hour coverage)? [Y (Yes) or N (No)] .... ☐

   If not provided, skip to question 10.

9. If paid by the institution, what is the dollar value of the policy? .... $☐,☐☐☐,☐☐☐

Housing Expenses:

10. Is a residence provided to the chief executive? [Y (Yes) or N (No)] .... ☐

    If no, skip to question 14.

11. *If yes*, check (✓) all that apply regarding the chief executive residence:

    a. Maintenance, including grounds, provided by institution .... ☐
    b. Allowance for remodeling .... ☐
    c. Allowance for household staff (full-or part-time) .... ☐
    d. Utilities paid by institution .... ☐

12. If residence is provided, is occupancy required? [Y (Yes) or N (No)] .... ☐

13. If residence is provided, what portion of time per week is allocated to other than personal use? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right .... ☐

    a. <1/2 day
    b. 1/2 < 1 day
    c. 1 < 2 days
    d. 2 < 3 days
    e. 3 days or more

PERQUISITES INFORMATION (continued)

14. If the chief executive does not live in a residence provided by the institution, indicate housing assistance provided. (Check (✓) all that apply)

    a. Allowance toward home purchase ☐
    b. Subsidy to reduce mortgage interest cost ☐
    c. Rent paid in full ☐
    d. Allowance toward rent provided ☐
    e. Property taxes paid in full ☐
    f. Allowance toward property taxes provided ☐
    g. No housing assistance provided ☐

15. What is the approximate dollar value of all housing provisions? $☐☐☐,☐☐☐

Automobile Policy:

16. Is an automobile or automobile allowance provided to the chief executive? [Y (Yes) or N (No)] ☐

    If no, skip to question 19.

17. Check (✓) all that apply regarding automobiles:

    a. Car provided for personal use ☐
    b. Pool car assigned to the chief executive ☐
    c. Unassigned pool car available as needed ☐
    d. Operating expenses provided (fuel & maintenance) ☐
    e. Allowance toward operating expenses provided ☐
    f. Driver provided as needed ☐
    g. Other (specify) ______________________ ☐

18. What is the annual dollar value of the automobile allowance? $☐☐☐,☐☐☐

Tuition Assistance:

19. Is tuition assistance offered to the chief executive's family? [Y (Yes) or N (No)] ☐

    If no, skip to question 21.

PERQUISITES INFORMATION (continued)

20. Check (✓) all that apply regarding tuition assistance for the chief executive's family:

	At This Institution		At Another Institution	
	For Children	For Spouse	For Children	For Spouse
a. Full tuition	☐	☐	☐	☐
b. 50% or more of tuition	☐	☐	☐	☐
c. Less than 50% of tuition	☐	☐	☐	☐
d. Dollar amount equal to tuition at this institution	☐	☐	☐	☐

Local Entertainment:

21. Is the chief executive allowed expenses for local entertainment? [Y (Yes) or N (No)] . . . . ☐

If no, skip to question 23.

22. Please indicate which expenses are reimbursable for the chief executive. (Check (✓) all that apply)

a. Fixed allowance for business entertainment . . . . ☐
b. Reimbursement for actual out-of-pocket expenses . . . . ☐
c. Unrestricted expense account . . . . ☐
d. Campus facilities provided for entertaining . . . . ☐
e. Institution staff (e.g., catering) available as needed . . . . ☐
f. Other (specify)________________________________ . . . . ☐

Professional Travel and Entertainment Expenses:

23. Are the chief executive's business and professional travel and entertainment expenses paid? [Y (Yes) or N (No)] . . . . ☐

If no, skip to question 25.

24. *If yes,* at what level are travel and entertainment expenses reimbursed. (Check (✓) all that apply)

a. Reimbursement for actual out-of-pocket expenses . . . . ☐

b. Unrestricted expense account . . . . ☐

c. Per diem allowance . . . . ☐

d. Separate travel allowance . . . . ☐

e. First-class air travel . . . . ☐

f. Airline VIP lounge membership . . . . ☐

g. Use of institution-owned aircraft . . . . ☐

h. Partial or all expenses for spouse included . . . . ☐

PERQUISITES INFORMATION (continued)

Assistance for Spouse:

25. Does the chief executive's spouse receive assistance for personal/professional activities? [Y (Yes) or N (No)] . . . . ☐

If no, skip to question 27.

26. *If yes*, check (✓) all that apply and fill in approximate annual dollar value:

	Provided	Annual $ Value
a. Secretarial staff (full-time, part-time, or as needed) provided	☐	$☐☐,☐☐☐
b. Additional staff/facilities for entertaining as needed	☐	$☐☐,☐☐☐
c. Remuneration for involvement in institution affairs	☐	$☐☐,☐☐☐
d. Car or car allowance	☐	$☐☐,☐☐☐
e. General household help or assistance	☐	$☐☐,☐☐☐
f. Other (specify)____________________	☐	$☐☐,☐☐☐

27. Please indicate which perquisites are *also* available to other institution staff. (Check (✓) all that apply. Indicate if amounts are *lower* for other staff.)

	Available To			
	Senior Staff (✓)	Is Amount Lower than for CEO? (Y/N)	All Other Exempt Administrative (✓)	Is Amount Lower than for CEO? (Y/N)
a. Tuition reimbursement	☐	☐	☐	☐
b. Local entertainment expense reimbursement	☐	☐	☐	☐
c. Professional travel and entertainment expenses reimbursement	☐	☐	☐	☐
d. Assistance for spouse for personal/professional activities	☐	☐	☐	☐

PERQUISITES INFORMATION (continued)

Involuntary Separation Policy: (Note: Provide information regarding involuntary separation for chief executive only.)

28. Do you have an involuntary separation policy? [Y (Yes) or N (No)] . . . . ☐

If no, you're finished!

29. Does the policy provide for separation pay? [Y (Yes) or N (No)] . . . . ☐

If no, you're finished!

30. What is the amount of separation pay? Please select the appropriate response from choices below and enter the corresponding letter in the box to the right . . . . ☐

    a. Less than 6 months' salary
    b. 6 to 12 months' salary
    c. Over 12 months' salary
    d. Negotiable at time of separation
    e. None

31. Does the policy provide for benefits continuation? [Y (Yes) or N (No)] . . . . ☐

If no, skip to question 33.

32. Please specify the length of the continuation period for the indicated benefits.

    a. Medical coverage . . . . ☐☐ months
    b. Life insurance coverage . . . . ☐☐ months
    c. Long-term disability coverage . . . . ☐☐ months

33. Is outplacement assistance provided? [Y (Yes) or N (No)] . . . . ☐

THANK YOU!

Return by **August 16, 1993** to:

William M. Mercer, Incorporated
The National Survey Group
1417 Lake Cook Road
Deerfield, IL 60015

DEFINITIONS OF TERMS USED IN THE REPORT

Administrative/Classified Employment: Includes all employees of the institution that work in support functions; including professional staff; clerical; technical; and skilled trades personnel. (Does not include Faculty staff).

Average: The arithmetic mean of all observations.

Base Salary: The annual base compensation normally received, exclusive of overtime or incremental elements of income.

Bonus: The amount earned within the most recent plan year (regardless of when paid) in accordance with the provisions of a bonus or incentive compensation plan.

Endowment: Includes funds contributed to the institution for the purpose of deriving investment income.

Enrollment: Includes all part-time and full-time registered students of the institution.

Operating Budget: Includes funds budgeted and appropriated for the operation of the institution.

Percent of Sample: The number of institutions responding to a specific question divided by the total number of institutions participating in the survey.

Percent of Respondents: The number of institutions which responded to a specific part of a question divided by the number of institutions which responded to general (yes/no) questions relative to the issue.

25th Percentile: That rate within the sample which is higher than 25 percent of all the rates (also known as the First Quartile rate).

50th Percentile: That rate within the sample which is higher than 50 percent of all the rates (also known as the Median or "Middle" rate).

75th Percentile: That rate within the sample which is higher than 75 percent of all the rates (also known as the Third Quartile rate).

Total Compensation: Base salary and reported bonus for all incumbents.

Weighted Average: The data reported are multiplied by the number of observations. The results are then totaled and then divided by the number of observations.

Region 1: Northeast
- Connecticut
- District of Columbia
- Delaware
- Maine
- Maryland
- Massachusetts
- New Hampshire
- New Jersey
- New York
- Pennsylvania
- Rhode Island
- Vermont

Region 2: Southeast
- Alabama
- Florida
- Georgia
- Kentucky
- Mississippi
- North Carolina
- South Carolina
- Tennessee
- Virginia
- West Virginia

Region 3: North Central

- Illinois
- Indiana
- Iowa
- Kansas
- Michigan
- Minnesota
- Missouri
- Montana
- Nebraska
- North Dakota
- Ohio
- South Dakota
- Wisconsin
- Wyoming

Region 4: South Central

- Arkansas
- Colorado
- Louisiana
- New Mexico
- Oklahoma
- Texas
- Utah

Region 5: West Coast

- Alaska
- Arizona
- California
- Hawaii
- Idaho
- Nevada
- Oregon
- Washington

Region 6: United States Territories

- Guam
- Puerto Rico
- Virgin Islands

SPECIAL STUDY REQUEST FORM
1993 Chief Executive Survey

Survey participants and subscribers can order special studies that summarize chief executive compensation and benefits trends among peer institutions. This order form allows you to identify a specific peer grouping from the entire database. Peer groupings can be defined based upon classification, affiliation, structure, operating budget grouping, enrollment grouping, geographic area and/or institution name.

Instructions (NOTE: follow each of these steps to avoid delay in processing your order.)

1. Read through entire form.
2. Print **clearly** or type all information.
3. Use a **separate form** for each study ordered.
4. After determining appropriate fee and delivery categories, complete the payment information section at the end of this form. Payment or purchase order must accompany all orders. Non-members of CUPA must send payment with the order.
5. Forward all requests to: CUPA Special Studies, 1233 Twentieth St., N.W., Suite 301, Washington, D.C. 20036-1250.
6. Please contact Lois Vincent at the CUPA national office if you have any questions, (202) 429-0311, Ext. 4. FAX: (202) 429-0149.

Profile of Requestor:

Name

Title

Institution Name

Address

City State Zip

( ) ( )

Telephone Fax

Basic Fees and Formats	**Participant***	**Non-Participant***
Compensation Information	$350	$600
Benefits and Perquisites Information*	$350	$600
All Information	$550	$900

* All CUPA members receive a 20 percent discount.
Additional analyses can be performed utilizing the extensive database accumulated for the CUPA Chief Executive survey. The fees for these types of studies will be estimated on an individual basis.

Delivery

Please check how you would like your special study returned:

☐ Via first class mail — please allow 3-4 weeks for delivery (no additional charge)

☐ Via Federal Express — 10 working day turn around ($20.00 charge) — Please give street address above. Federal Express will not deliver to a P.O. Box

If you wish to receive a report based on data of schools of similar characteristics, complete Section I. If you wish to receive data on a group of pre-identified schools, complete Section II. Complete only one section per study ordered.

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Section I

Please answer only those questions which pertain to your request — you are not required to respond to all of the questions.

1. **Peer Group Structure:** (check one)
   - A. ☐ A single institution
   - B. ☐ An administrative office of a system
   - C. ☐ A main campus of a system
   - D. ☐ A campus within a system

2. **Peer Group Classification:** (check one)
   - A. ☐ Research University
   - B. ☐ Doctoral-Level Institutions Without Medical School
   - C. ☐ Doctoral-Level Institutions With Medical School
   - D. ☐ Comprehensive Institutions Without Medical School
   - E. ☐ Comprehensive Institutions With Medical School
   - F. ☐ General Baccalaureate Institution
   - G. ☐ Specialized/School of Philosophy, Religion and Theology
   - H. ☐ Specialized/Medical Schools
   - I. ☐ Specialized/Other Health Institutions
   - J. ☐ Specialized/Engineering Schools
   - K. ☐ Specialized/Business Schools
   - L. ☐ Specialized/Visual and Performing Schools
   - M. ☐ Specialized/Law Schools
   - N. ☐ Specialized/Education Schools
   - O. ☐ U.S. Service Schools
   - P. ☐ Other Specialized Schools
   - Q. ☐ Specialized/Non-Degree Granting Institutions
   - R. ☐ Multiprogram Two-Year Institutions
   - S. ☐ Single Program Two-Year Institutions

3. **Peer Group Affiliation:** (check one)
   - A. ☐ Public
   - B. ☐ Private, Religious
   - C. ☐ Private, Non-Religious

4. **Education and General Budget** (specify number OR range)
   - A. Less than $ ____________
   - B. More than $ ____________
   - C. Between $ ____________ and $ ____________

5. **FTE Enrollment** (specify number OR range)
   - A. Less than $ ____________
   - B. More than $ ____________
   - C. Between $ ____________ and $ ____________

6. **Geographic Area**

   List states below (Please do not abbreviate)

   ____

   ____

   ____

Section II

Please use a separate sheet of paper.

In order for a study requesting specific institutions to be completed, all of the institutions must have participated in the 1993 Chief Executive Survey. Please see Appendix A, "Participating Institutions" of the survey report to ensure that the desired institutions participated. To maintain confidentiality of the data, if three or fewer salaries are reported for a particular position, we will not include salary information. Please choose 10 or more institutions other than your own and list on a separate sheet of paper the institutional name, campus (if applicable), and state. **Your institution's data will be included only if specifically requested.**

- -

Payment Information (Please check all that apply):

☐ I am a CUPA member

☐ I am not a CUPA member

☐ My check is enclosed for $ __________

☐ Please bill me. $ __________ Must include P.O. # ________________

Mail this entire form and a check or purchase order to: **CUPA, 1233 Twentieth St., N.W.**, Suite 201, Washington, D.C. **20036-1250, FAX (202) 429-0149. Please use a separate form for each study ordered.**

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